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The Weekly Magazine for  
**MARKETING EXECUTIVES**

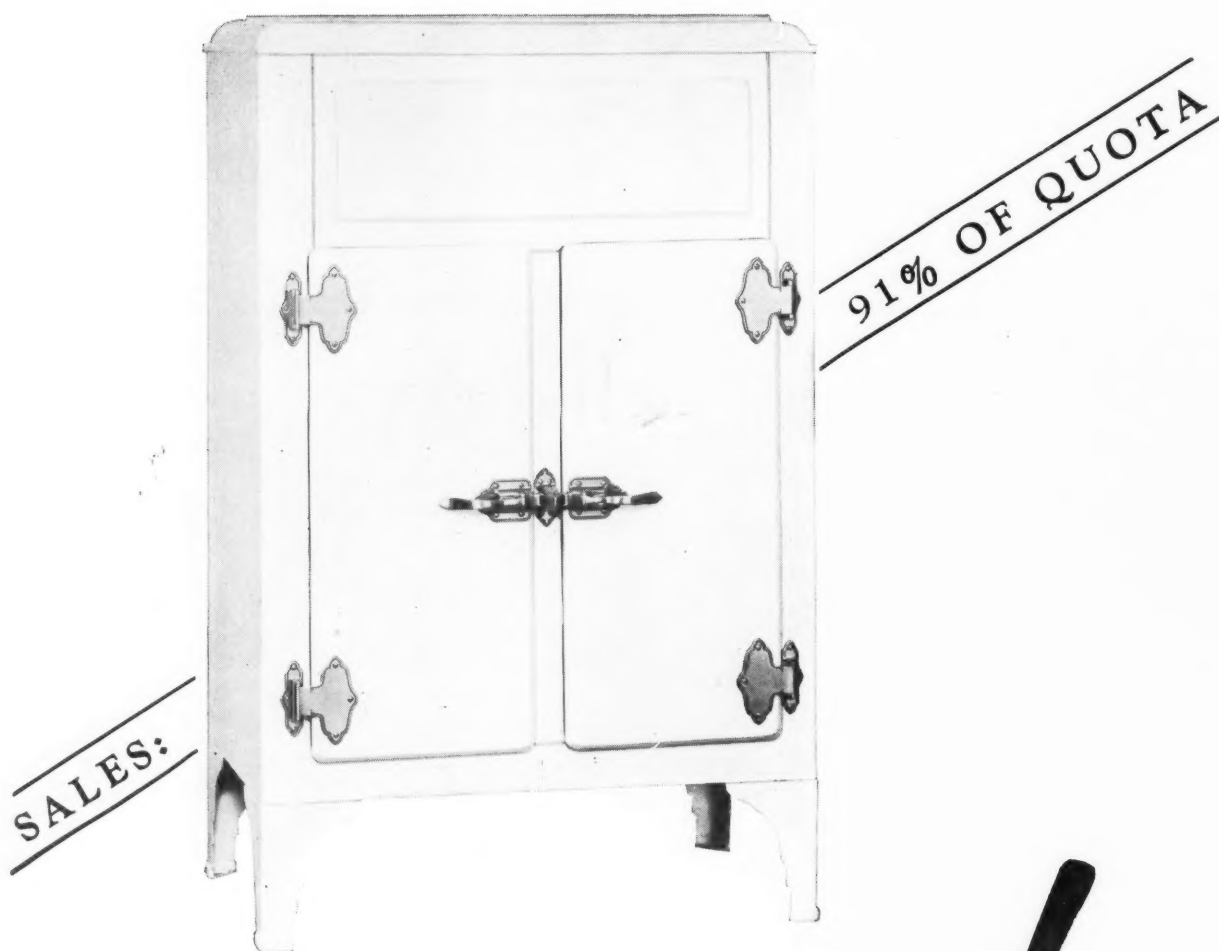
# **SALES** *management*

**Every Employee Is  
on the Sales Force  
for "A. T. & T." . . .**

**Better Design Booms  
Flooring Sales for  
U. S. Rubber . . . . .**

**No Depression for  
Masonite—Sales Up  
36 Per Cent . . . . .**

**TWENTY CENTS**



# ONE IN 22 ! —that's Vermont's Electric Refrigeration Story

The nation is geared up to a million electric refrigerator sales this year. This is one to every 20 homes wired for electricity.

To date, Vermont sales show one in every 22 homes, with every indication that the state will be one of two at least to reach its quota.

What does this mean, Mr.

Sales Manager? It means that Vermont is one place where your product is slated to reach its quota, if Vermont is on your map.

Vermont is the nearest approach to a depression-proof market yet found. Your economic advisers will confirm this.

Let the six dailies which blanket the state help you attain a stiff 1932 sales quota in Vermont.

## VERMONT ALLIED DAILIES

BARRE TIMES  
BRATTLEBORO REFORMER  
RUTLAND HERALD

BENNINGTON BANNER  
BURLINGTON FREE PRESS  
ST. JOHNSBURY CALEDONIAN-RECORD



## —where the tell-tale crosslines *meet!*

**I**N SURVEYING, as in big-gun practice, there is, on the sighting telescope, one definite point which registers dead center on the target.

You bring the instrument to bear. . . . Where the tell-tale crosslines meet, there is your bull's-eye.

\* \* \* \* \*

Similarly is it possible by calculation, substituting commercial division lines for the geometric horizontals and perpendiculars, to focus the one geographic location where your business would prosper most.

Find it, and you find the true fulcrum of trade for your industry—the one spot where both for today and tomorrow your activities would find their best reward.

Here is no fantastic thought. You are dealing with costs, volumes, sales, receipts and profits. Nothing is surer than that at certain determinable points any given factor, as, for example, cost of raw materials, is lower than elsewhere. Connect such points with a line, and you have an illuminative meridian.

"But," you may say, "material costs are only one small factor in my

problem." True. Your costs of manufacturing are another. And there is nothing to prevent a thinking man from establishing a similar meridian for manufacturing costs, or others for distributing costs, or for markets, for freight-rate structures, or for any other significant factor.

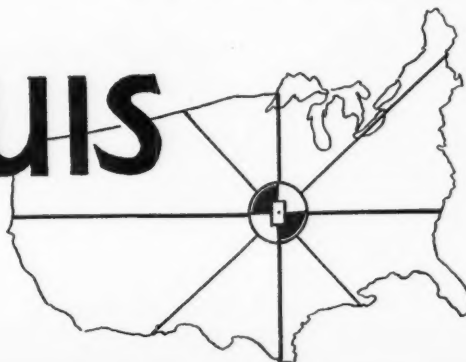
Such lines in themselves are full of meaning. Their junction point may be nothing short of a revelation. For it indicates, as nothing else can do, the supreme advantage-point for you—the locational bull's-eye for your industry; *where the sum of all costs is the lowest.*

\* \* \* \* \*

In many a typical industry, the projection of such advantage-lines will find their crossing near the center of the country. More specifically, such crossings are very likely to be close to St. Louis. Analysis by great concerns has repeatedly found them so. Basic conditions make them so.

It might pay to study and compare the advantages of your present location with those of a St. Louis location. The conclusion will be clearer if you reach it by yourself. But any definite facts and figures which you lack, it would be our pleasure to supply.

# St. Louis



**INDUSTRIAL BUREAU of  
the INDUSTRIAL CLUB**  
507 Locust Street, St. Louis



## FREE TO TRAVELERS

*Mail coupon for  
valuable credit  
coin*



*To help you, cash checks in the 24 United Hotel Cities. This coin instantly establishes your identity... avoids delay in checking out. No one else can use it.*

*To help your Wife or Mother, when they travel alone. Women need United Hotel Credit Coin protection. When necessary to charge hotel services, this coin is the quick way to establish identity. Made of dull silver... fits change purse or key ring.*

*To help your Business Associates, save time when stopping at United Hotels. They can avoid check-cashing delays with this coin. 4165 executives enjoy its convenience.*

*Mail Coupon Today. Secure this extra service for yourself and others. There is no charge for issuing or using this coin.*

### UNITED HOTELS

## Survey of Surveys

BY WALTER MANN

### Nat'l Geographic Distribution

Refreshing in its brevity and directness to the point is the *National Geographic's* latest statement of net paid distribution. Outside of a brief data source key, which (1) attributes all population figures to the



Pirie MacDonald

Walter Mann

1930 U. S. Census, which (2) defines cities as "incorporated places," and (3) "Retail Shopping Areas" as the J. Walter Thompson figures taken from the recently published Fifth (1931) Edition of "Population and its Distribution"—the book is a straight statement of circulation facts.

Each city or town over 1,000 population is listed, together with the total circulation in that city or town. Percentage figures are also given both by counties and by retail shopping areas, and there is given also a summary of the circulation in places over and under 1,000 population.

On page 66 (near the end of the book) there is a summary of net paid mail and newsstand circulation by states, a breakdown of foreign (and U. S. territorial) circulation by counties under broad sectional divisions, while on the final page (68) is found the net paid circulation by A. B. C. merchandising divisions. Available through the *National Geographic Magazine*, Sixteenth and M Streets, Washington, D. C.

### Tulsa Retail Trade Area

Hats off to Tulsa's Chamber of Commerce for a new analysis of the Tulsa Retail Trade Area which has just been completed. Working under the direction of William Holden, executive vice-president of the Market Surveys Committee and of the Tulsa Chamber of Commerce (John H. Dunkin, chairman), J. M. Maurer, director of research, and Daniel Starch, consultant, were directly responsible for the survey, which deserves much favorable comment. Consisting of one hundred and twenty-five mimeographed pages and cover, it opens with Dr. Starch's stock preface on "Standards of Research" that should be (and have been) employed—and closes with a picture of the warehouse facilities in the Tulsa area.

The chief stated purposes of the survey were:

1. To investigate Tulsa's position as a metropolitan shopping center.
2. To study retail trade in Tulsa with a view to determining the extent and nature of the retail business which comes to Tulsa from the trade territory.
3. To ascertain, by actual sales check, the point of origin of retail business coming to Tulsa from the trade area, retail business being broken down into a number of classifications of merchandise.

4. To discover, by means of consumer interviews, where retail business from Tulsa's logical trade area goes to and the reasons therefor.

5. To ascertain, by means of consumer interviews, cities in which consumers prefer to trade and the reasons therefor.

6. To investigate the consumer's attitude towards Tulsa and Tulsa's competitive cities as retail shopping centers.

7. To ascertain, by means of consumer interviews, the nature and extent of purchases made over a period of a year by consumers residing in Tulsa's trade area and the city in which these purchases were made either by means of personal shopping or by mail order.

8. To compare Tulsa's position as a metropolitan shopping center with other cities serving areas of a similar nature.

9. To determine the limits of the Tulsa retail shopping area.

10. To study newspaper coverage throughout the retail trade area with a view to determining the intensity of coverage by Tulsa papers and the extent and nature of competitive city coverage within Tulsa's logical retail trade area.

11. To investigate the Tulsa retail shopping area as determined by national authorities with a view to determining the methods used in constructing the outlines of these areas and the purpose for which each area was constructed.

12. To analyze the Tulsa retail shopping area as follows:

a. To show the buying power of the area.

b. To outline the facilities existing in Tulsa for serving the area as the metropolitan shopping center.

In achieving this purpose a one-week sales check was taken in thirty-six retail stores in Tulsa; a field survey was made interviewing 1,251 consumers; the Census of Distribution figures were studied to excellent effect; a study was made of the existing trading areas of Tulsa as outlined by various national authorities (Cherington's Retail Shopping Areas, International Magazine Company's retail area maps, Riley's "Law of Retail Gravitation," etc.); a study was made of the A. B. C. newspaper circulations in the area—also a study of various buying power factors—and finally a survey of facilities in Tulsa for serving the surrounding retail area.

All this and other pertinent data were put together into a brand new picture of a city's area which S. O. S. predicts will be the model for many another city's efforts in the same direction. There is no possible chance of doing justice to the details of this study in a two-column review. All we can say is that it is highly original in method of approach, and that it is replete with maps, bar charts and tables which speak for themselves and which give the most complete picture of Tulsa that has ever been made available. All those interested in the Tulsa area as a market had better write speedily to William Holden, Executive Vice-President of the Chamber of Commerce, Tulsa, Oklahoma, for a copy.



## What's New

SALES MANAGEMENT is seldom able to present an article which embodies an idea which seems applicable to and practical for almost every manufacturer who reads this magazine. But the editors believe they have such an article this week. It describes the American Telephone & Telegraph Company's employe sales plan. The amazing results of the first ten months of operation of this plan by one of the country's foremost business enterprises indicate the great potential sales influence of a body of workers who have been taught to be sales conscious.

Although the building industry has been in the doldrums, the flooring division of the U. S. Rubber Company is enjoying unprecedented demand for its products. Reasons: disregard of tradition, new designs, new sales appeal. Page 452.

Another challenge to the companies that are marking time waiting for "conditions to improve"—Masonite's record of 36 per cent increase over 1930. The ideas responsible for the record are discussed on page 457.

### Editorial Staff

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# Sales Management

Vol. XXVIII. No. 13

December 26, 1931

## This Week

### Designing to Sell

- Bates Crashes Big-Time Department Store Market by High-Styling... 452  
International Nickel Enters Consumer Market Via Kitchen Door.... 454  
Markets All Shot? Re-design Found Others for U. S. Royalite..... 452  
*All edited by R. S. McFadden*

### General

- Significant Trends ..... 449

### Sales and Advertising Policies

- Every Employee Is a Salesman for American Telephone & Telegraph 450  
*By Albert Fancher*  
Masonite Snubs Depression: Sales up 36% over 1930..... 457  
*By Lester B. Colby*

### Sales Helps

- Bird Merchandises a Full Line Through Motorized Display..... 456  
*By D. G. Baird*

### Salesmanship

- Million Dollar Salesmen ..... 455  
*By Herbert Kerkow*  
*(The fifth of a group of articles on salesmen who have sold better-than-a-million a year)*

### Departments and Services

- Account Changes ..... 471  
Editorials ..... 466  
Gossip ..... 469  
Government in Business ..... 464  
Latest News in Sales and Advertising, Beginning on..... 458  
Media ..... 463  
November Newspaper Lineage in Eighty-two Cities..... 470  
November Window Displays in Forty-four Cities..... 468  
Plus Signs ..... 471  
Survey of Surveys ..... 442  
The Postman Whistles ..... 446  
Tips ..... 472

## The Postman Whistles

### Antidote for Depression

You will find enclosed the first issue of "Thinking Through." On pages No. 5 and 6 there are reprinted the quotations from SALES MANAGEMENT.

We mailed last Friday 18,000 of these circulars to printers and bookbinders and have already received many favorable comments, also requests for additional copies for distribution among salesmen.

You may be interested in the comments made by one concern on some of the reprinted articles in the circular. "The facts given regarding sales of Auburn and Chrysler cars, washing machines, and other items or lines mentioned are convincing and must be surprising to some of us who have not had encouraging experiences during 1931."

We wish to thank you for your courtesy in giving us permission to reprint your quotation.—James S. Gilbert, President Dexter Folder Company, New York.

(In his new house organ, Mr. Gilbert summarized the sales records of a number of companies whose 1931 sales and profits were higher than 1929 and 1930. Among other quotations were excerpts from SALES MANAGEMENT'S article "Is Any Business Worth Any More Than Its Sales Plan?" which appeared September 16, 1931.

Mr. Gilbert's letter furnishes further evidence that pessimistic news has been overpublicized, and the really good news underplayed.—THE EDITORS.)

### A Bouquet for Bendix

Congratulations on publishing in your November 28 issue the best story and the best written story that I have read in any business publication in many a moon.—R. O. Eastman, R. O. Eastman, Inc., New York City.

(Mr. Eastman refers to the article by Lester B. Colby entitled "Bendix, Sales Gladiator, Slays the Dragon Depression." It was an interview with Vincent Bendix, chairman of the board and president of the Bendix Aviation Corporation. In it he told how Bendix closed more business in one month than the company had closed in any previous year.—THE EDITORS.)

### Muzzle the Radio Barker, Please

"Does Radio Sell Goods?" Perhaps, but several advertisers who profess to place a very high value upon their "good will" are generating an immense amount of ill will among radio owners. Really good programs, such as G. M.'s "Parade of the States" and Philco's classical music are conspicuous by their scarcity. As an example of undermining confidence in advertising, WJR, Detroit, recently permitted an irresponsible announcer for a credit department store to state "you cannot duplicate our bargains at double, treble, quadruple, sextuple or octuple our prices," along with a "clever" monologue, and the poorest of music. It is time for station owners to censor their programs before the Government does it for them. If the radio goose is laying a daily golden egg for radio advertisers, why kill her?—George Zimmerman, Detroit, Michigan.

(Mr. Zimmerman refers to a booklet mentioned in the "Tips" column of SALES MANAGEMENT, November 14, when he quotes "Does Radio Sell Goods?" Undoubtedly radio faces the same problem that printed media face—that of protecting reader confidence through careful censorship of copy.—THE EDITORS.)

### More About Cooking Schools

In one of your recent issues you describe a series of cooking schools to be held in a number of the eastern cities through the cooperation of manufacturers of food products and allied lines. Can you give us further information about this school, that is, who will cooperate, and just how it is being promoted?—W. H. Smith, Aluminum Cooking Utensil Company, New Kensington, Pennsylvania.

(SALES MANAGEMENT'S mail has been swelled with several dozen other similar inquiries. The news article referred to appeared October 24. It stated that, under the auspices of the Radio Cooking Club of America, Inc., Baltimore, a series of cooking schools are to be held in twenty cities. Headquarters of the Club are at 414 Light Street. Cooperating are manufacturers Armour, Borden, General Baking, C. F. Mueller, My-T-Fine, National Sugar Refining, Standard Brands, Standard Gas Equipment, and McCormick & Co.—THE EDITORS.)

### Inspiration for Salesmen

Wish you would please rush right away 25 copies of reprints: "Fighters and Salesmen Need Heart," and "The Lesson of the Dead Line." You previously sent us some of these reprints but we find that we need 25 copies more of each one. Has it occurred to you that an accumulation of articles like the two mentioned above might be very acceptable to sales executives?—R. K. Ridgeway, Sales Manager, Colonial Biscuit Company, Pittsburgh, Pennsylvania.

(It has, Mr. Ridgeway. Perhaps these short features will be gathered and published in a book at some future date.—THE EDITORS.)

Due to the fact that we have been subscribers to SALES MANAGEMENT for such a short time, we have not had the opportunity of reading the features advertised on page 374 of the issue of December 12. Please send us one copy of each: "Fighters and Salesmen Need Heart"; "Is Business Bad?"; "The Golden Hour of Selling"; "Save the Day"; "Is Saturday Really an Off-Day or Do Salesmen Only Think So?"; "Are Sales Off Because We Don't Ask for Orders?"; "How Dumb Was J. C. Penny?"; "They Called Him 'The Butcher'"; "The Lesson of the Dead Line"; "How Should a President Talk to His Salesmen?"

While we have been subscribers to SALES MANAGEMENT for only a short time, we find more of real help and practical value in your publication than all the other publications we subscribe to, put together, and we make this statement without fear or favor. It is a wonderful book and we watch eagerly for it every week.—W. T.

Phillips, Asst. Sales Manager, Continental Cav-Na-Var Corporation, Brazil, Indiana.

(All of the pages Mr. Phillips asks for appeared in SALES MANAGEMENT within the last two or three months. They were designed for sales executives to use for mailings to salesmen. Reprints of most of them are still available at two cents each.—THE EDITORS.)

### New Answers to Old Desires

Will you please give me a list of new products that seem to have the qualities or characteristics or appearance of future national "sellers"—products that satisfy new needs or desires, or, on the other hand, old needs or desires in a new way? In replying please except the radio, the electric clock and the electric refrigerator, as I am familiar with them.—William Pennington, Pennington Gilbert Shoe Company, Rolla, Missouri.

(A few such products are frozen foods; noiseless type of widely used devices such as fans, production machinery, office equipment, etc.; humidifiers and air conditioning equipment; unit fabricated materials for building; plastics of various kinds; insulation materials; home labor-saving devices.—THE EDITORS.)

### It Went Straight Home!

If we could have your permission, we would like very much to reproduce the cartoon on page 275 of the November 21 issue of SALES MANAGEMENT. It takes off the present situation so well that I believe it ought to have a broader audience among men's wear dealers. The fact, too, that our name is mentioned in the cartoon would make it of interest to us to distribute.—D. H. Steele, Vice-president, Wilson Brothers, Chicago.

(The cartoon Mr. Steele refers to is "If the stock reduction craze goes much further." Among many others who asked permission to reproduce the same drawing for mailing to dealers, and other purposes, were: H. Planten & Son, Inc., Brooklyn; I. Schneiers & Son, New York; National Lumber Manufacturers' Association, Washington, D. C.; Knox Stove Works, Knoxville, Tennessee; Merchandise Manager Magazine, New York; Fashion Advertising Company, New York; National Gift and Art Association, Philadelphia.—THE EDITORS.)

### Honesty in Salesmanship

May we have permission to reproduce on the front page of our official publication, "Facts," the editorial, "Honesty in Salesmanship," appearing in the October 31 issue of SALES MANAGEMENT? This article was called to our attention by Roger Burrell, Foreign Advertising Manager, The Akron Beacon-Journal. . . . The article appeals to us as telling a splendid story.—O. A. Porter, Manager, The Better Business Bureau of Akron, Akron, Ohio.

"The Better Business Bureau of New York holds it to be self-evident that advertising which is fair to all concerned should be truthful in fact and implication, just in its relation to competitors, and constructive of public confidence in business," said that editorial, and went on to discuss the platform recently endorsed by a large group of leading New York retail establishments.—THE EDITORS.)

# Significant Trends

*As seen by the editors of Sales Management for the week ending December 26, 1931:*

• • • Trade was active last week—more active than it has been for many months. Christmas buying was the chief factor and its influence was general but by no means uniform. The rise in the security markets toward the end of last week increased the cheerful feeling manifested in many quarters. Reports from some markets indicated that dollar volume was up to last year's or ahead. As a rule, however, dealers had to be content with less.

• • • New England will lead the recovery, according to General George S. Gibbs, president of International Telephone and Telegraph, after a recent study of conditions in eastern states. General Gibbs has arrived at a conclusion which has been reached by a good many close observers.

• • • The general's observation that New York takes a gloomier view of the general situation than is warranted, influenced thereto by its association with the leading financial markets, is also familiar. But the implication of his remark that New York's superpessimism has the characteristics of a boomerang is not borne out by the fact that trade in New York is above the country's average and reflects the current depression in relatively small degree.

• • • November sales of new life insurance made the best monthly comparison this year. The total amount written by forty-four companies—\$846,617,000—was only 1.7 per cent less than in November, 1930, whereas for eleven months the aggregate—\$9,967,817,000—was 12.2 per cent less than in the same period last year.

• • • The rayon industry will start the new year in much better statistical position than it did on January 1, 1931, due to the slashing of large stocks—from 27,000,000 pounds to 15,000,000 pounds.

• • • The average price of commodities held fairly steady last week, the Irving Fisher index number being 67.0, compared with 67.1 the week before. In Great Britain commodity prices fell off slightly.

• • • Special attention to proper budgeting of low family incomes is being given this year by classes of the Federal Board for Vocational Training. An investigator of the board finds that most of the income is spent by women of the country at the rate of \$130,000 a minute. This would account for only about \$19,000,000,000 through a period of 300 working days of the conventional eight hours each.

• • • Of the \$50,000,000,000 that went over retail counters in 1929, we suspect that women dispensed a much larger share than the amount mentioned. They either worked more than eight hours a day or did more in a minute than they are credited with having done.

• • • Kroger Grocery & Baking officials talk of opening from 70 to 100 new stores in Pittsburgh next year. A short time ago they were discussing plans for a 250-

store expansion in the Chicago area. Apparently the company is getting ready to resume the development which was interrupted in the spring of 1930 by changes in the management.

• • • Libbey-Owens-Ford Glass is to share with Pittsburgh Plate Glass the Ford Motor windshield glass business hitherto done by Triplex Safety Glass. Triplex is arranging to sell its flat glass and laminated glass equipment to Libbey-Owens-Ford Glass.

• • • Declines of 2.4 per cent in employment and 3.7 per cent in payroll are recorded in the November statistics of the Labor Department compiled from returns of 50,200 establishments in fifteen industries having 4,551,410 employees and a weekly payroll of \$101,596,891. Increases were noted in the retail group. Electric power, light and water plants and electric railways showed slight payroll advances.

• • • The value to the farmer of all 1931 crops based on December 1 prices is estimated by the Department of Agriculture at \$4,122,850,000—\$1,696,000,000 less than last year and 49 per cent less than in 1929. Corn took the worst beating, with cotton a pretty good second.

• • • Morton E. Converse & Sons, Winchendon, Massachusetts, has been merged with Mason Manufacturing, South Paris, Maine, to form the Converse-Mason Company of Winchendon, now one of the largest toy manufacturers in the east.

• • • The appeal from the decision of the supreme court of the District of Columbia in the packers' consent decree case is likely to come before the United States Supreme Court at an early date, the Department of Justice having announced its intention to file soon a motion to advance the case for hearing.

• • • Store deliveries and pick-ups in New York by railroad carriers have been agreed upon after years of conference between shippers and railroad officers. The system will be put in operation as soon as a schedule of rates has been accepted by both sides. The idea has been worked out successfully in various other parts of the country.

• • • Final computations of chain store November sales show, for forty-three companies, a decrease of 8.21 per cent and for eleven months a decrease of 3.46 per cent. The downward trend was not checked in December.

• • • Business and employment stabilization have been adopted as major policies of the Chamber of Commerce of the United States, the referendum to which they were remitted having ratified the suggestions submitted. The program includes scrutiny of anti-trust laws, a national economic council and private systems for dealing with unemployment.



# Every Employee Is a Salesman

for American  
Telephone &  
Telegraph

BY

ALBERT FANCHER

*Photos by Ewing Galloway, N. Y.*



THEY are paid no commissions, they get no bonuses, but these 350,000 employees, in the first ten months of 1931, have added \$34,000,000 to the yearly revenue of the company for which they work. Not one of them is a salesman; in fact most of the selling is done in spare time, a good deal of it outside of business hours.

The story of how the American Telephone and Telegraph Company is turning its employees into salesmen (and saleswomen!) shows what can be done when the rank and file are made sales conscious. And there may be in it a suggestion of value to other concerns, large and small, that are finding orders hard to get.

In the earlier years of its existence, the telephone company had practically no sales problems. It was a matter of meeting an existing and growing demand. The management was largely engineering minded; scientists and research workers took the place of salesmen and sales crews. It wasn't a question of "what shall we give the public?" but, rather, "is it ready for them yet—has it been perfected?" Employees were engaged in explaining why the public couldn't have certain equipment

it had asked for. Especially was this true in the case of handsets, popularly known as "French" or "Continental" phones; the market was not only waiting but waiting impatiently. However, the product itself was not sufficiently perfected and the public had to be restrained. An inferior type of handset would, it was felt, lower the standard of service.

As a result of this policy the employees were anything but sales minded. But conditions changed, and as progress was made the equipment and service became more a matter of selling and less a problem of engineering. In 1929 the company began to consider what might be done to improve public relations; to make sure the public understood exactly what service was available and to see it was getting the right kind of service. It was the first big step toward salesmanship, and several of the companies comprising the Bell System had organized their forces and were moving slowly when the depression came. With the threatened drop in business and revenue the new plan was actively promoted. In January, 1931, it was in national operation, under full power.

The regular group meetings of op-

erators and others were often given over to sales talk. Contests were initiated and promoted in the house organs of the various companies. Employees were divided into teams and the rankings posted or published to foster the competitive spirit. And every member throughout the entire organization was made familiar with what the company had to offer the consumer. A booklet with a description of the principal services and facilities was given out. In addition to this information the booklet also contains a number of employee sales memorandum cards, on which interviews are recorded, the appliance or service sold; or, if no sale is made, just what the person interviewed is a prospect for. Complete data as to address, apartment number, previous telephone, etc., is also listed, together with credit information if that can be secured without difficulty. Prospects must be interviewed before the card is filled out. Employees collect no money but simply advise the customer that arrangements for payment will be made later.

The cards are sent through the regular channels to the Commercial Department, where they are checked.

The prospect is immediately followed up, either by telephone, if that is possible, or by personal call. Should an order turned in by an employee seem incorrect and the service specified not suited to the applicant, the Commercial Department sees to it that the cor-

who produced well in excess of the mathematical \$170,000. One man alone, in that period, sold more than \$8,000 worth of service and equipment, while one woman's sales totaled close to \$4,000. A typist, in a fraction over a month, closed sixty-three

A relief operator ordered a phone for her own home. The day after it was installed the building caught fire and would have burned to the ground if she had not been able to phone the fire department. Making use of this incident she sold four telephones.



In the first ten months of 1931 the office workers, technicians and field workers (other than salesmen) of American Tel. & Tel. added \$34,000,000 to the yearly revenue of that company—a brilliant testimony of the possibilities that lie in the theory that every worker, no matter what his job or responsibilities may be, is a potential source of revenue.



rect type is provided. This often results in an order either larger or smaller than that reported by the employee, but it insures in each case, as nearly as can be, a "tailor-made job."

In the back of the booklet, already referred to, is another pocket with a card giving rate information, equipment prices and similar useful data. One page of the booklet is left blank for memoranda and another page shows a specimen sales memorandum properly made out. The booklet is a manual, order book and catalog in concise and convenient form and it fits equally well into a man's pocket or a girl's handbag.

The sales by employees are, of course, in addition to those made by the regular salesmen, of whom the company has some seven thousand. But whether they are office boys or file clerks, linemen or operators, colored janitors or maids, cashiers or vice-presidents, these 350,000 employees are learning how to sell. At least they bring in the orders.

Texas, for example, has a "\$1,000 Club." Any individual whose sales amount to an annual revenue value of one thousand dollars or more automatically becomes a member. This club, during the first ten months of this year, acquired some 175 members

sales, producing \$2,574 in yearly income. All sales, it should be noted, are figured on the basis of annual revenue value.

As to methods, here are a few ways these employees get business.

A repairman, coming upon a wreck on the road, stopped to talk with the officer. He left the scene with an order for a wall extension.

The wife of one employee, noticing that her hostess had no telephone, gave her a sales talk and booked an order.

A letter to the officers, interviews with the president and a demonstration before the board of trustees enabled a division traffic supervisor to sell a wiring plant to a western tennis club.

The wife of a splicing foreman sold telephone service to an agent who had called to sell her insurance!

An operator approached a boarding-house keeper who agreed to order a telephone provided the operator got her a new tenant. She got the proprietor a new lodger and collected her telephone order.

A stenographer saw a moving van stop at a vacant house across from her home and went over to investigate. Result, one order.

One employee discovered that his corner cigar store was not planning to receive details of the World Series. He persuaded the owner to put in an extension hand set, which was kept there after the series ended.

A woman employee buys her vegetables from an Italian gardener. Seeing that there were no telephone wires leading to his place she pointed out his need for phone service. She left with her vegetables and his order.

And so it goes. Shopping, visiting or just walking down the street, these employees and their wives have their eyes and ears open for sales opportunities. And when they find one they make the most of it. On duty and off, they are selling all they can.

This activity is, of course, in addition to their regular duties. They receive no pay for it, but they know that what they do is helping to protect their jobs and to create more work for other people. As a letter from the sales department of one company explains, "the benefit . . . is twofold. First, as the figures demonstrate, it creates work—every time a telephone is sold a score of people lend a hand to getting the service ready. The process resembles the assembly line in an

(Continued on page 472)



*A Department Devoted to the  
Search for Greater Salability Through  
Better Products and Better Packaging*

# Designing to Sell

*Edited by*

**R. S. McFADDEN**

**T**HE past year's record of the flooring division of the U. S. Rubber Company presents the paradox of the largest volume of business in its history, during a period when its primary market—the building industry—was registering sharp declines. The experience of this company in cultivating a lucrative secondary market on the strength of an improved product deserves the earnest consideration of those who are waiting for the pick-up to come before taking any steps toward placing themselves in a better competitive position.

According to the sales department of the floor division of the U. S. Rubber Company, the rapid ascent of the sales graph dates from the introduction of their newly developed line, christened "U. S. Royalite — The Architectural Rubber."

Because prevailing conditions in the building industry caused their business to move at a snail's pace, other outlets for the material had to be found.

Now there has been more activity in the field of passenger ship building since 1928 than at any time since the close of the war. This can be traced to the Jones White Bill and the Shipping Act of 1928, which provided construction funds to shipbuilders at low rates of interest, and also extended mail pay for passenger ships which assured a better return on investment. We are told by *Marine Engineering and Shipping Age* that a lull may be expected in this direction for a short while, but that as soon as traveling gets under way again forty or more ships will go under construction.

At any rate, to get back to rubber flooring, it seemed reasonable that U. S. Rubber should come in for some of this shipbuilding business. Here it was found that, like most influential architects in whose power it is to specify or condemn construction material on the biggest jobs, the best ship designers were definitely prejudiced against "imitations" of any sort. Now for years rubber compositions had followed the tradition of stimulating the appearance of marble. The designs were made to look like Tennessee mar-

ble, Georgia marble, Italian marble. The architects were tired of it. How to buck their prejudice? Authenticity being part of the credo of the reputable architect, a material must have a character of its own to get by.

The problem, then, was to find a visual character for rubber composition that would stand—and not fall—on its own merit. At this point Ben Nash was called in to consider the problem. His chief considerations in developing any new design, Mr. Nash tells us, are to embody in the product the qualities that the consumer wants and to build into it the elements of marketability. The Royalite line as it stands now is the outcome of a broad-scale investigation of just what architects desired in a material of this sort. Finally there was evolved a modified mottled composition in an entirely new range of colors that gave the material a character unique in the history of rubber compositions. Its soft colors and usual texture gave it background attributes that caused architects to exclaim: "Well, now you *have* something!"

But not only did the new line win acclaim and admiration; it brought in so many orders that for months the factories have been working day and night, seven days a week, to catch up on production.

The next thing Mr. Nash did was to coin its new name, "Royalite—The Architectural Rubber." The re-characterization was decided upon because it automatically suggests the use of the material for wainscoting, interior trim, table and desk tops, as well as floor covering, whereas the term Rubber Flooring had the psychological effect of shutting out of the architect's mind the possibilities of the material for other applications.

The U. S. Royalite sales department are convinced that if they hadn't had something new and arresting to offer at this time, they wouldn't have got

one-third of the business that has automatically come their way.

Would the Waldorf-Astoria in New York City, the State Capitol Building in Charleston, structures that stand for everything superlative and advanced, have considered the conventional imitation marble floorings? They would not.

Nor would U. S. Royalite have been specified in the three new ships now being built for the Matson Lines, and the six ships under construction for the United Mail Line.

## **Bates Crashes Big-Time Department Store Market by High-Styling**

**E**XCERPT from the New York *Sun* of October 13, 1931: "A compilation of business trends from reports of chambers of commerce and boards of trade throughout New England was characterized by the New England Council as 'the most encouraging in recent months.'"

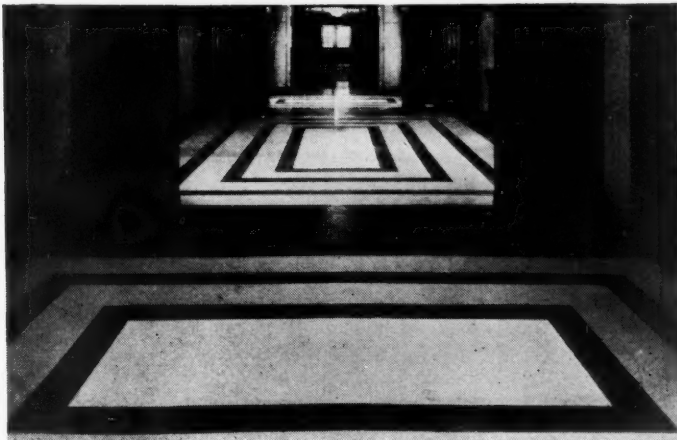
"At Lewiston, Maine, the Chamber of Commerce said that the Bates Manufacturing Company, makers of bedspreads, was operating with 40 per cent more employees than last year at this time, and has received so many orders that it has been forced to withdraw its 1931-32 line of spreads from general sale."

Our economic sages bore us with statements to the effect that only individual initiative will accelerate general business. But the experience of the Bates Manufacturing Company is certainly a shining example of a company's contributing its share toward the community's prosperity through independent initiative.

Upon further inquiry into the sudden prosperity of this concern, we learn that in spite of increasing its personnel by 40 per cent, adding six more looms to its operating equipment, and working every night until ten o'clock, orders have been crashing in so hot and fast that they fell behind in production. Their sales this fall have

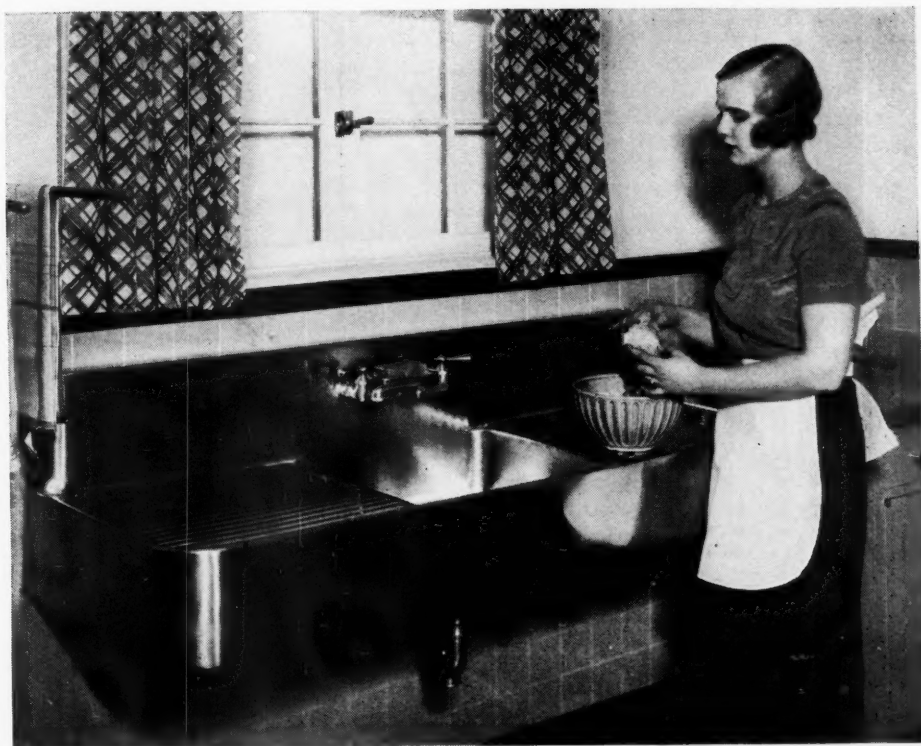


**Q**A contract for flooring several sections of the Waldorf-Astoria in New York City was one of the jobs which came the way of U. S. Rubber's "Royalite" as a result of the re-design of their line.



**Q**When the Bates Manufacturing Company discarded the old textile tradition of manufacturing bedspreads like yard-goods and introduced borders, central motifs, variations of design and a new range of colors, their business doubled.

**"Beauty in the kitchen"**  
—believe it or not, we refer to the sink, and not to the lady. The International Nickel Company spent a year in developing the maximum of beauty and utility in this Monel Metal sink, the first product this company has ever engaged in manufacturing.



been more than twice as large as during the fall of 1930.

Bates attribute the phenomenal gains to "creative merchandising"—the same thing that we call "designing to sell." The re-creating of the line of itself opened up new outlets, so that the whole merchandising picture changed. Whereas heretofore Bates had been selling almost exclusively to jobbers, with a little spotting here and there of department stores, the sudden high-styling of the line gave them entree to all of the big-time department stores. For the most part, these outlets are difficult to penetrate with a conventional line, but Bates found that when they had added a high degree of style appeal to their product the department stores turned out to be their most appreciative allies. They devoted full pages, half pages, huge quantities of newspaper advertising space to promoting Bates Bedspreads, to the point where the publicity aroused such a demand that even the jobbers, who might have been expected to be offended by the new state of affairs, clamored for the goods.

It appears that in about January of 1931 Bates concluded that their line needed a fresh touch, and invited Virginia Hammil, designer of home furnishings, to study the line. Miss Hammil observed two things: first, that there was a uniform monotony about the mathematical precision with which all the patterns were turned out. Textile manufacturers had been accustomed to turning out spreads like yard goods, with rows of motifs one after another right across the spread, mile after mile; looms worked that way, and it speeded up production. Spreads were not considered as individual entities; there were no borders, no central motifs, no relieving irregularities in design. Well, that must be changed.

Second, textile tradition had it that spreads must be made within the scale of the six pastel shades: green, gold, rose, peach, blue, orchid.

Innovation would be the secret of creating new interest in spreads, so why not bottle green, henna, brown, to mention a few of the new color notes that were introduced?

It took six months to construct a line well balanced enough to meet the tastes of the home-maker in Dallas as well as those of your rather quieter New Englander. There had to be some to catch the fancy of the lady with a leaning toward feminine things; enough variety to sell the woman with a penchant for quaintness; and others that looked grand and a bargain for the money.

There was some little hesitancy about installing the eighteen-hook jacquard looms necessary for weaving a line that was suddenly going to break forth into borders, central motifs and other vagaries of design heretofore unheard of in woven bedspreads. But they concluded that if they were going to do it at all, they'd do it right—and results have proved that they did.

According to Richard Bennet, sales manager, their only mistake was in under-estimating the extent of the popularity of the high-priced items. They are now having to devote more production effort to getting out the high-priced spreads than ever before. So that the effect of the project has been that of grading up the whole line.

Another factor which contributed to some extent to the interest of the stores in merchandising the line was that of the novel "octabox," an octagonal cylindrical box designed by Ben Nash to encourage display on counters, rather than with a view to stacking up well on the shelf.

### International Nickel Enters Consumer Market Via Kitchen Door

**T**HERE is so much room in the manufacturing world for the beautification of homely utilitarian products that when a manufacturer actually spends a year applying himself to achieving the height of beauty in an ordinary kitchen sink, we think it's something to shout about.

For about ten years the International Nickel Company has, through its Development and Research Department, been helping manufacturers in all industries to design their products toward greater beauty and utility by the use of Monel Metal. There is hardly an industry that hasn't felt the influence of this tremendous design activity: architecture, textile, laundry, automotive, hotels and institutions, packers, shipbuilders, food manufacturers and so on.

It was the phenomenal success which manufacturers of institutional equipment were having with the Monel Metal line which just recently prompted the International Nickel Company for the first time to apply itself to the design of a product for consumer use which it would manufacture itself. And it is by way of the kitchen door that the International Nickel Company has entered the consumer market.

The demand for custom-built sinks for the home has, during the last few years, grown to the point where it was

obvious that there was a large market for the product in standardized form on mass-production scale.

The father of this new generation of kitchen sinks is Gustav Jensen, who spent more than a year perfecting a design which would meet the requirements of modern compact kitchens—taking up a minimum of wall and floor space, and at the same time yielding a maximum of working surface. By careful calculation and engineering a sink was designed which would afford 31 per cent more working area than any other sink of the same nominal size. This was accomplished by eliminating the usual roll around the apron and cutting down the diameter of the curved edge around the bowl.

Of course the housewife's sensibility to appearance, a tremendous sales factor, was given due consideration. The metal was given a silver brazed finish and a maximum of eye appeal was built into the product. The utilitarian advantages being played up in the selling campaign are those of its being rust-proof, resistant to the corrosive action of fruit juices, and other food acids and sound-deadened. The marketing and advertising of the standardized models by International Nickel have had the unexpected effect of stimulating the demand for custom-built models.

Though the new Monel Metal standardized sinks are distributed exclusively through regular plumbing trade channels, representatives and sales agents of the International Nickel Company enlisted the interest of architects by making 4,400 personal calls on architects in three weeks, 10,500 more being reached by mail.

Jobbers and plumbers all over the country are featuring the Monel Metal sink and are realizing even more success with it than their enthusiasm had anticipated.

[Subscribers are invited to consult with the Editors of SALES MANAGEMENT on their own design problems, sources of design information and styling services.—THE EDITORS.]

### New Pedal Device Opens Leonard Refrigerators

**DETROIT**—The eight electric refrigerators in the 1932 group of the Leonard Refrigerator Company will be introduced at the National House Furnishing Convention in Chicago, January 10-16. The new products feature the Len-A-Dor, a device by which a touch of the toe opens the door; Chill-O-meter; egg basket, for more shelf room and egg protection; 64-ounce water cooler; higher legs; metal sanitizers and removable partitions.



# Million Dollar Salesmen

*The fifth  
of a group of articles  
on salesmen who have sold  
better-than-a-million  
a year.*



BY  
HERBERT  
KERKOW

Be a specialist in at least one application of your product, if you would successfully sell industry, says A. C. Buensod, million-a-year man for the Carrier Engineering Corporation.

"IN selling equipment to industry, as differentiated from selling a raw material or a staple item, the sales engineer must face a long, intricate and diverse selling job," is the belief of A. C. Buensod, who sells air conditioning equipment to the tobacco industry for the Carrier Engineering Corporation of Newark, New Jersey. Buensod's belief is based on a selling experience of twenty years and a more-than-a-million-dollar-a-year volume.

"While it's a moot question in industrial selling whether the salesman should be an engineer who learns salesmanship, or a salesman who accumulates engineering knowledge, our company has found it most effective to take an engineer and make a salesman out of him. I am such a one.

"With an engineering start I had to learn the principles of selling by actual field experience. These, for the type of industrial equipment I sell, require that the sales engineer:

"Be a specialist in at least one application of his product.

"Know the pertinent factors of his prospect's business as they relate to air conditioning more thoroughly than the prospect.

"Train himself to present his proposition to many diverse types of mind, either singly or in groups, interpret-

ing it to the varied viewpoints of a president, treasurer, factory superintendent and chief engineer.

"In recommending that the sales engineer become a specialist I have in mind the law of success which states that a man's value is in inverse proportion to the ease with which he can be replaced," A. C. Buensod explained. "The more a specialist the sales engineer becomes the less competition he has, the less easily he is replaced, the more valuable are his services. The specialist, once he is started, never has to ring doorbells. He gets known to his industry. Buyers seek his advice. Because our company was pioneering the field, I started to become a specialist in air conditioning in the tobacco industry about twenty years ago. Today we are called in on every job, some of which we get without competition, others for which we must compete.

"The successful sales engineer must know the pertinent factors of his prospect's business, as they relate to the salesman's product or service, more thoroughly than the prospect does. The prospect, particularly if he is not an engineer, is not so much interested in how your equipment works as what it will do for him. You are not selling him so much equipment. Rather you are selling him a better product, a

reduced manufacturing cost, return on investment—anything but a collection of machinery. Therefore, you've got to know his problem as it affects your equipment better than he does. For instance, one of the first large orders we sold was to the American Tobacco Company many years ago. In their stemming plant, as in all others of the industry at the same time, the stems of tobacco plants were removed in such a way that clouds of dust flooded the room so heavily that you couldn't tell whether the workman ten feet away from you was white or black. One of the darkies working there told us that 'only the Good Lawd' could remove that dust.

"We studied the pertinent factors in that dust condition until we knew much more about them than the prospect did. We knew we could solve the problem. The prospect was skeptical, probably because the executives of the company didn't have the time to study the problem as thoroughly as we did. To convince them we offered to put in our equipment and give it a thirty-day trial, with no cost to the American Tobacco Company. The installation worked and with only ten days' trial they were convinced and bought the equipment. Similar equipment is standard now in tobacco stemming plants all over the country.



"Another ability the sales engineer must develop is this: learn to present his proposition to diverse types of minds either singly or in groups. For instance, the sales engineer will only confuse the lay mind if he goes too deeply into the engineering of his product. This is often hard for the trained engineer to grasp because his thinking is in terms of engineering and he is prone to forget that engineering may be Greek to a general manager or a treasurer. Executives of this type don't have to know the engineering of your product to buy it intelligently. Experience has shown them that it does or does not work. Today we have customers who never read the details of the contracts we prepare. They only ask where to sign.

"The sales engineer in our industry will have to see about six individuals before he can sell an order. If he sees them in a group he must be careful to sell his proposition quite thoroughly before he mentions price. Once I discussed an installation with a group for four days. I kept at it that long, making sure that every diverse interest represented in the group was fully informed and understood thoroughly what I proposed to do before I mentioned the price of my equipment. When everyone was satisfied as to the

results it was to achieve my price became a secondary consideration. If I had let the price out of the bag too early they would have thought about price and not what the equipment would do.

"If the sales engineer gives a prospect a right price he never has to back down, I have found," Mr. Buensod continued. "After I had everybody sold at a large tobacco company for my first order some years ago, I encountered their purchasing agent. He said my price was too high. My price wasn't too high and I knew it, so I had to leave without the order. Three times in the next few weeks he tried to get me to cut my price, but I held out. On the fourth attempt he capitulated and bought the order at the original price. Since that time there has never been a serious question of price on all the business Carrier has done with that company—not because I had buffaloed the purchasing agent, but because he must have investigated my price and found that it was right. His attempt to make me cut it was only natural on the part of a good purchasing agent. Imagine the trouble I would have had with future orders if I had been weak enough to cut my first price below the point where it netted our company a fair profit."

out of the question for our salesmen to carry a complete line of samples and such samples as they did carry were necessarily small. Not only so, but the salesmen had nothing other than the usual routine exhibits and these were not always sufficient to arouse the curiosity and hold the interest of architects and builders.

"We don't like to speak of 'educating' dealers and users, but we did have in mind the possibility of explaining some matters to them which apparently they had never grasped thoroughly before. And, as a matter of fact, this has proved to be one of the most helpful features of the plan.

"In the case of new products, for example, we have announced these in the usual way by mail, but the moment we show them in these displays the dealers act as if they have never heard of them before—and perhaps they haven't. They may have paid little attention to our announcement. Certainly the announcement in many cases failed to make much impression on them. Now we could easily follow the itinerary of a car, if necessary, by merely observing the sudden flood of requests for samples that always pours in from each city it visits.

"With this equipment we can display the entire line to the best possible advantage, we can explain how each product is made, we can emphasize its applications, and we can demonstrate the proper methods of laying, blending, nailing, and so on.

"We have long had difficulty, for example, in getting dealers to understand how they can take our standard colors and combine them in almost innumerable different blends, thus securing variety and greater attractiveness. As a result of these demonstrations, they are learning how this is done and the results are noticeable all over town.

"Many roofing contractors don't fully appreciate the use of lap and plastic cements. Some don't even use the cement which is with the rolls. After witnessing one of our demonstrations they do use it, with the result that they do a better job and the reputation of our product is enhanced.

"The cars really save a great deal of time also. We always notify the dealer well in advance of our call with a car and make a definite appointment for the demonstration. At the same time we send him a supply of invitation cards which he is to distribute among his roofing contractors, not overlooking the local architects. Of course he is urged to have his own entire organization attend. As a result, we invariably have a good attendance."

(Continued on page 465)

## Bird Merchandises a Full Line through Motorized Display

BY D. G. BAIRD

**B**IRD & SON, Inc., East Walpole, Massachusetts, manufacturers of roofing products, floor coverings, building papers, cartons, and numerous other lines, have four "motorized display rooms" traveling all over the country for the purpose of better acquainting dealers with the products in Bird's roofing division.

These traveling display and demonstrator cars consist of a patented body, mounted on a commercial car chassis of popular make, so designed that they travel at fender width on the highway, then expand to nearly twice this width when a display and demonstration are to be given. The driver merely moves a single lever and electric power expands or contracts the body instantly.

When the body is expanded it presents an attractive and comfortably spacious display and salesroom in which the line is displayed in such a manner that one can readily visualize each type of shingle and roofing as it would appear on a building, to-

gether with Bird "Art-Bric" siding on the wall. There are fifty-two panels, each thirty-six by twenty-six inches, on which are shown Bird shingles, insulating materials and wall board, laid just as they would be in actual construction, while special exhibits and photographs are employed to show just how the products are made. The floor of the car is covered with Bird tile, which is produced by another division of the company.

Several considerations prompted Bird & Son to invest in such equipment, F. H. Hird, western manager, explained.

"Probably the most important consideration was that of being able to take such a complete display right to our dealers and at the same time bring it before representative architects and contractors," Mr. Hird said. "Counting different colors of shingles, we have well over one hundred items in our line, most of which are comparatively heavy, even though only small samples are carried. It was practically

# Masonite Snubs Depression: Sales Up 36% Over 1930

BY LESTER B. COLBY

THINGS haven't been going just as they should with the Masonite Corporation. Business in 1930 was up only 16 per cent over 1929. Business was up only 36 per cent in 1931 over 1930. The increase in the last five years has been only 700 per cent.

In times like these, the management felt, development, expansion and sales should be faster. Something should be done about it. Things were going by loose ends.

"Loose ends" in this case was literal.

All Masonite products, Insulation board, Quarterboard and Presdwood, are manufactured in 4 by 12 foot sizes. When shorter lengths are wanted a sheet is cut off. So originated the loose ends. A few months ago some 21,000,000 feet of loose ends were piled up at Laurel, Mississippi, where Masonite is made.

Salesmen were selling the longer lengths and forgetting all about the loose ends; technically, "shorts." A bright idea bobbed up. Why not give the salesmen extra compensation for selling these shorts? Left in the pile, they were practically waste.

Hot on the heels of this came another sparkling thought. Why not develop a floor tile to consume the smaller pieces? This was done using two slabs of Tempered Presdwood with a thin strip of softer, resilient Quarterboard between, glued under pressure, grooved and beveled to make a lock joint.

The idea took quickly. Demand was immediate. But when the company turned to its pile of loose ends the pile was gone. The extra compensation to salesmen had done the job. So an addition to the plant was started; \$110,000 put into it. The addition was built in five weeks.

Tempered Presdwood had developed as the result of another scintillating idea. Concrete is being poured in many places, by 12,000 individuals and contractors doing a multitude of various jobs. The old method was to build forms of rough, plain lumber. Followed then the pouring, showing up knots, knotholes, cracks, scars and marks of the grain—none too slightly.

Presdwood is grainless. When it is used in the form the concrete will set with a smooth, finished surface. In the beginning Presdwood broke down after a few pourings. Research in laboratories and treatment with oils and high pressures cured this and Tempered Presdwood resulted. It stands up almost without end under the most severe treatment. It has become the material for tiles.

Owners of lumber yards found themselves with a tile of wood base that could compete with ceramic and synthetic tiles at much lower cost. Announcement of Cushioned Presdwood flooring was made in advertisements published on October 17.

The campaign started with a double-page spread in the *Saturday Evening Post*. There were other full page or greater displays in *Time*, *Popular Science Monthly* and *Popular Mechanics*. Trade papers were used in the engineering and contracting fields.

While all this was going on the Hixon-Peterson Lumber Company, of Toledo, Ohio, one of 5,600 houses handling Masonite products, developed a sales thought. A carload of various board products in the Masonite line was rolling toward Toledo.

The Hixon-Peterson company, a distributor, sent an announcement to all smaller yards in Toledo quoting wholesale prices. Content of the car was listed—prices quoted as follows:

"Cost, your truck at the car door; cost, your truck at our door; cost, our truck at your door."

This three-price idea was a new one. When the seals of the car were broken sixteen trucks were in line. Every piece was sold at the car door.

Thus another vehicle to speed the turnover came into being.

James P. Gillies, vice-president and general manager of the Masonite Corporation, told me the above story in his offices in Chicago. In Chicago, too, another sales scheme is being developed. This is called:

"A Declaration of War."

An army of 100,000 men known as the "Minute Men of '32," is being organized (SM Dec. 5) for a drive on "slacker dollars." The campaign



James P. Gillies

Vice-president and General Manager, Masonite Corporation

is backed with "sales ammunition," a plan of attack, sales strategy, a *Home Ideas* magazine; there are medals, prizes, honors and other awards and rewards for the men on the firing line.

But that is not all—

Mr. Gillies himself is fathering a plan whereby every employee of the company profits as sales grow.

Every person in the sales department gets salary plus commission on all sales. Everyone in the plant gets salary plus bonus for volume and quality. Everyone not in these departments gets extra compensation either as commission or bonus as profits grow.

Result—

The plant, scheduled to operate at a given rate, almost overnight began to produce at a 20 per cent increased volume. Machines that normally had been shut down every forty-eight hours for check-up and repairs, it was discovered, could run for a week at a time at increased speed.

Things seem to be perking up with Masonite.

"The theory is," commented Mr. Gillies with a smile, "things are not sold; they're bought. If you want sales, make people want your products."



## Fada "Diversifies" after 11 Years; to Launch Electric Refrigerator and Wireless Iron Next Month

NEW YORK—F. A. D. Andrea, Inc., has been making radio receiving sets—and money—for eleven years. The company is one of the few manufacturers in that industry that is still in the black. Its sales in 1931 were 40 per cent more than in 1930.

In 1932, however, the company will seek a wider range of operations. For the first time in its history, Fada has started the manufacture of other products. A new wireless electric iron was announced to the wholesale trade this week, L. J. Chatten, vice-president and general sales manager, told SALES MANAGEMENT, and a new electric refrigerator will be announced shortly. Both will be ready for delivery on a nation-wide scale by the 1st of February, and both will bear the Fada name.

Heated almost instantaneously, the new iron will maintain a "proper operating temperature" by means of a thermostatic control, Mr. Chatten said. It will retail for \$8.90.

Features and price range of the refrigerator are not yet ready to be announced.

The iron will be sold through an enlarged dealer organization—department stores and other outlets being added; the refrigerator through a selected group of retail dealers and public utilities. "Although we shall exercise no preference as between these two types of refrigerator out-

lets," he explained, "quantity buyers will get bigger discounts."

Meanwhile, Fada has no intention to relinquish its efforts in the radio business. "We have retained our organization of 4,000 dealers intact this year, without concessions or price cuts, and have been able to give most of them more profits than ever before," Mr. Chatten explained. "We did so by concentrating on a normal wave length receiver retailing at between \$124.50 and \$175.

"On January 15, however, we shall have a new set on the market—a combination long and short wave receiver which will capture any wave length from 50 to 550 meters. And it will retail at a bottom price of around \$100. This will be a non-competitive line, and we shall not relinquish our efforts on our present type of receivers.

"In addition to these incentives, our wholesalers and retailers will have the opportunity to carry the new iron—and some of them the new refrigerator.

"Our policy has been to advertise with groups of dealers through their local wholesaler. This policy will be continued. It is a cooperative plan—but with the factory taking the initiative, providing the plan and putting up most of the money.

"After eleven years of pioneering, Fada is ready to tackle a wider market."

## Report Ford to Launch "Baby Lincoln" Soon; Would Retain Four

DETROIT—A little light on the Ford Motor Company's plans is beginning to trickle out of Dearborn. There will be a "Baby Lincoln," an eight, selling at a little under \$1,000, SALES MANAGEMENT learns and an improved four-cylinder Ford car.

The Budd Wheel Company has an order for 35,000 sets of brakes for the new Lincoln (which may be called the "Edison"). It is expected to appear next month and the new "four" about the same time or a little later. The E. G. Budd Manufacturing Company already is preparing to produce bodies for the "four."

The "Baby Lincoln" would bridge the price gap between the Ford and the "grown-up" Lincoln.

## Buick's \$50,000 Contest Gets 300,000 "Essays"

FLINT, MICH.—More than 300,000 answers have been received by the Buick Motor Company to the question: "Why does the new Buick Eight, at the new low prices, again confirm the Buick pledge: 'When better automobiles are built, Buick will build them?'" C. W. Churchill, general sales manager, announced this week.

For the best answers in the contest, which closed December 14, Buick will award \$50,000 in prizes—the first of \$25,000.

H. T. Ewald, president of Campbell-Ewald Company, Buick's advertising agency, B. C. Forbes, of *Forbes Magazine* and Frazier Hunt, author and journalist, will judge them.

## Norge Sales up Fivefold; Increases Supply Orders

SEATTLE—Sales volume of the Norge Corporation, electric refrigerators, in 1931 showed an increase of 527 per cent over that of 1930, J. H. Knapp, vice-president, announced here recently. Mr. Knapp was in Seattle to purchase 3,000,000 feet of lumber for Norge refrigerators.

Eighty-six per cent of the company's enlarged advertising budget for 1932 will be spent in newspapers he said. The lumber, Douglas fir and spruce, will be supplied by Washington and Oregon mills.

## Grocery Wholesalers to Meet in Chicago

CHICAGO—Paul S. Willis, of the Comet Rice Company, New York, president of the Associated Grocery Manufacturers of America, will be a featured speaker at the annual convention of the National Wholesale Grocers' Association at the Congress Hotel, Chicago, January 25-27. Mr. Willis will speak on "What the Manufacturer and Wholesaler Can Contribute to Each Other's Prosperity in 1932."

The board meeting of the Grocery Manufacturers will be held here January 28, when their plans for 1932 will be announced.

## Libbey-Owens-Ford Seeks Triplex Glass Business

TOLEDO—Stockholders of the Triplex Safety Glass Company of North America, Clifton, New Jersey, will meet January 16 to vote on the proposed sale of its entire flat glass and laminated glass business to the Libbey-Owens-Ford Glass Company here. Libbey-Owens-Ford Glass Company would share with Pittsburgh Plate Glass Company the windshield business of the Ford Motor Company—licensing the latter to make glass under the Triplex patents.

## Maury Heads Arco

CLEVELAND—Philip L. Maury has resigned as vice-president of Valentine & Company, New York, to become president of the Arco Company, maker of paints, varnishes, enamels and lacquers, with general offices here and plants in Cleveland, Los Angeles and Toronto. S. D. Wise, president, and S. D. Weil, vice-president, are retiring—Mr. Wise having been with the company for forty-two years.

LEWISBURG, TENN.—Ozark Pencil Company will move its plant here January 1—continuing to maintain sales headquarters in St. Louis.





# SELL INDIANAPOLIS

## AND YOU SELL THE INDIANAPOLIS RADIUS

From a merchandising standpoint, Indianapolis and the Indianapolis Radius are as inseparable as ham and eggs. Together they comprise a market of upward of two million consumers . . . a market metropolitan in size but without the complexities that increase selling costs in many mass markets. For 92 per cent of these consumers are native born white. Only 1.7 per cent are illiterate. Living standards in the Indianapolis Radius reflect the best traditions of the American home. There are no broad areas of low purchasing power. There is no foreign language problem.

Indianapolis . . . state capital and largest city . . . focal point of magnificent transportation facilities that weld the market into a compact, cohesive unit . . . is the commercial nerve center of this rich sales territory. And *The News* . . . *first* in Indianapolis for 36 consecutive years . . . is its primary buying guide. Use *The News* . . . *ALONE* . . . in Indianapolis, and you will sell the Indianapolis Radius thoroughly, economically, profitably.



Member Major Market Newspapers, Inc.  
Formerly The 100,000 Group of American Cities

**THE**  
**INDIANAPOLIS NEWS**  
**1<sup>st</sup> in Indianapolis for 36 consecutive years**

New York: DAN A. CARROLL, 110 East 42nd Street

Chicago: J. E. LUTZ, Lake Michigan Bldg.

## Addressograph-Multigraph Tackles 90,000 Real Virgin Prospects

CLEVELAND.—Instead of concentrating harder than ever on big present prospects and customers, the Addressograph-Multigraph Corporation reversed its tactics in a sales campaign this fall and tackled some 90,000 rated business concerns that had not been called on in the last year, many of them never before.

The plan of "Harvesting the Broad Market" proved so effective that it paid for itself before the last mailing piece went out. It will soon be repeated.

Each of the 490 salesmen of the corporation was asked to send in a list of 150 to 200 non-users in his territory. "It was a pretty big order," as W. K. Page, advertising manager, pointed out to SALES MANAGEMENT, "when you consider how long both Addressograph and Multigraph have been active in the field. The salesmen had to do considerable searching to find them."

The campaign was built on the slogan "Mailings Tell 'Em—Contacts Sell 'Em," Mr. Page continued. "But merely to find 'em was a job in itself. The extent of this broad market had hardly been suspected.

"The Addressograph and Multigraph prospects were pretty evenly divided—about 45,000 of each. Mailings went to both groups at the same time. The three letters to each of the groups were different, but the same broadside and the same special edition of the house organ went to both. The letters were personalized, with names filled in and ink signature. Addressograph subjects were: 'Save Time and Expense on Repeatedly Written Records'; 'Developing Inside Sources of Profit'; 'Contact, the First Essential of Selling.' Multigraph subjects: 'In This Buyers' Market'; 'They Charged It up to Experience and Adopted Multigraph'; 'Five Minute Interviews That Get Orders.'"

The three letters of each series were supported by advertisements on the same subjects, and at the same time, in a number of business magazines.

The broadside presented the Addressograph and Multigraph methods side by side. It emphasized that "Unity of Purpose and Use Prompts Consideration of Both." Illustrations depicted results.

The last mailing piece was a special edition of the *Addressograph-Multigraph News*—reproducing the preceding pieces and the magazine ads—

citing the reason for and some of the results of the campaign.

On the cover was a painting of an old prospector who, "like thousands of other men, never took the trouble to dig below the surface. . . .

History proves that there are abundant profits below the surface of neglected markets and in the modernizing of sales efforts."

Thus the corporation was preaching what it was practicing.

A business card accompanied the mailing, offering to send free a reproduction of the painting, without advertising matter and suitable for framing, to all who requested it. More than 3,500 did. The reproduction went direct to prospects, but the salesmen were notified to check its safe arrival. This was the only mailing in the campaign accompanied by a return card. In the others the prospect was told that a salesman would call.

Meanwhile, as each mailing went out, a two-by-three wall poster was sent to each of the 127 agencies to inform and stimulate salesmen. Illustrated with cartoons or other drawings, it urged a vigorous follow-up. The campaign over, the entire series was assembled in portfolios, one for each product, and sent to salesmen with a letter from Mr. Page suggesting that the material be used to keep after prospects in the horizontal market.

"For years we had been telling these people about our products in our magazine advertising, but no representative had called on them," Mr. Page pointed out in summarizing the results of the program.

"Most of our users who had bought to meet their needs when business was better had more equipment than they needed at the moment, but here were 90,000 other concerns that didn't have any of our equipment at all!

"It improved morale—gave the salesmen something new and definite to concentrate on. It did even more. From the first mailing it justified all our efforts and expenditures. Follow-up calls brought orders from unexpected, as well as expected places. Before the last piece had been mailed, order from these prospects paid for the entire campaign.

"The average time required in selling our type of equipment is from five to six months. This campaign has paid for itself already. And many of the prospects are still to be called upon and sold."



Donald K. David

### David Becomes President of American Maize

NEW YORK—Donald K. David, executive vice-president of Royal Baking Powder Company prior to its absorption by Standard Brands two years ago, and recently connected with the William Ziegler interests who built up and controlled Royal Baking Powder, has been elected president of American Maize-Products Company. He succeeds C. D. Edinburg, president since 1919, who has just been made chairman of the executive committee.

Mr. David is a director of Standard Brands and of R. H. Macy & Company and a trustee of Bowery Savings Bank, New York.

American Maize-Products sells Amaizo oil, syrup and starches.

### Nation's Manufacturers Elect Lund of Lambert

NEW YORK—Robert L. Lund, vice-president, treasurer and general manager of Lambert Pharmacal Company, St. Louis (Listerine), was elected president of the National Association of Manufacturers at a meeting of the board of directors here last week.

John E. Edgerton, of Lebanon Woolen Mills, Lebanon, Tennessee, head of the organization for several years, decided not to run for re-election because of the pressure of business. He was elected unanimously as chairman of the board, a new position.

The new position of vice-president also was created—being filled by C. S. Anderson of the Norton Company, Worcester, Massachusetts. Other officers continue.



# KING'S DUDE RANCH

ON THE NORTH EDGE OF THE EVERGLADES

## FLORIDA



A 45,000 acre ranch with thousands of head of Brahma Cattle, Ranch Cow Ponies, Cowboys and Seminole Indians from the deep recesses of the Everglades. Night hunting for wildcat and fox with twenty or thirty hounds. Deer, wild turkey, quail, snipe, bear, raccoon, ducks and opossum in abundance. A Seminole Indian village right on the ranch.

### The Outdoor Thrills of the West in the Luxury of Florida Sunshine



The zest of the great outdoors—riding—hunting—fishing—swimming—camping with all the refinements of the most luxurious city dwelling. Strictly modern hotel, beautiful guest rooms, large high-ceilinged lobby, music and card room, writing room, two dining rooms, with wide veranda the entire length of the building. Built of Florida palmetto, cypress and pecky cypress. Finest food. Entertainment by Cowboy, Indian and "Mammy" crooners.



### Nothing like it East of the Rockies

A winter vacation you'll always remember. Moderate rates. Write for full details. Automobile road Map and Railroad Time Tables.

### KING'S DUDE RANCH BRIGHTON - FLORIDA

CHICAGO BOOKING OFFICE  
520 No. Michigan Ave  
Phone Superior 4416





## New Englanders to Seek Lower Unit Sales Cost in 1932 Programs

BOSTON—More sales at lower cost per unit of sale is the primary objective for 1932 of the majority of 386 New England manufacturers who have already responded to a poll of the New England Council. Lower manufacturing costs per unit of product is a second major objective.

The "ballot" calls for expressions of opinion on: 1, "Measures on which our company will rely for improved profits in 1932"; 2, "Planning for the future," and, 3, "Business progress." Results up to December 21 in the first division were:

**In Selling:** Reducing expenses other than salaries or wages, 281; increasing volume of sales, 250; new products, 198; concentration on most profitable lines of products, 163; application of sales analyses to domestic markets, 157; concentration on most profitable customer accounts, 137; new uses for present products, 119; concentration on most profitable sales territories, 112; increased help to dealers or retailers, 108; reducing wages and salaries, 106; application of market research to domestic markets, 104; opening of more wholesale outlets, 90; more retail outlets, 90; increased advertising, 90; revision of selling organization, 88.

**In Manufacturing:** Decreased production costs, 240; reduction of operating costs, 212; more research for new products, improvements, etc., 142; new machinery of higher capacity, 116; new processes, 102; revision of manu-

facturing layout, 86; new methods of shop management, 79; application of bonus or other wage incentive plans, 77; improved stores control, 63; increased safety work, 61; better factory lighting, 35; use of new equipment for moving materials, 20.

James W. Hook, of New Haven, is chairman of the Council's Industrial Committee, in charge of the survey.

## Kroger Extends Chain of "De Luxe" Stores; Breezy Copy Appeals

CINCINNATI—Kroger Grocery & Baking Company, in addition to plans for expansion of its neighborhood stores throughout the Middlewest, is going into the "grocery department store" field in an impressive and successful way.

Three of these stores recently were opened in Cincinnati, Columbus and St. Louis, and the largest in Cleveland, December 19.

The stores are located in preferred shopping districts and carry, in addition to the usual grocery department, delicatessen, meat, fish, cigar, magazine and cordials, fresh fruit and vegetable departments, as well as fountain and luncheonette.

The new stores are being promoted in a special advertising campaign—the copy of which is breezy and free from prices. The pulling power of the initial advertisement in Cleveland was great enough completely to block traffic on Prospect Avenue on the opening day of the store. Eighteen thousand and seventy-four people were all that could be allowed to enter that day.

## Manufacturers Supply 9-10ths of Chains, FTC Tells Senate

WASHINGTON—Ninety-three per cent of the supplies of 1,396 chains in twenty-five different kinds of business analyzed by the Federal Trade Commission in a report submitted to the Senate, December 22, are purchased from various sources—mainly manufacturers—and only 7 per cent are manufactured by the chains themselves. Less than 14 per cent of all the chains studied engage in manufacture and those in five groups—"five-dollar limit variety," men's furnishings, dry goods, general merchandise and hardware—do none at all.

Purchases from manufacturers account for 70 per cent of the aggregate supply of all the chains.

Three other sources—wholesalers, brokers and commission men, and growers and growers' organizations—each contribute about 7 per cent.

Ninety-two per cent of chains patronize manufacturers—the volume being 75.5 per cent of the aggregate purchases of all of them. Although wholesalers supply 7.9 per cent of chain purchases, 77 per cent of chains patronize them. Twenty-two per cent patronize brokers and commission men, and 13, growers.

The report describes in detail the kinds and number of chains that engage in wholesaling and the relations between chains and their wholesaling outlets. About one-half of the stores and more than one-third of the total reported sales of all the chains studied are shown by those in the grocery and meat business—although less than 10 per cent of the total number of chains belong to this group. "Drug and men's and women's shoe chains show 10 per cent of the total reporting chains, but less than 5 per cent of either total stores or sales. Department store chains, with less than 2 per cent of the chains and 1 per cent of the stores, report about 14 per cent of the total sales."

Although "in general, the Commission received excellent cooperation from both chain stores and manufacturers," there were a number of exceptions—most important of which were four of the large packers, Armour, Swift, Cudahy and Libby, McNeil & Libby. These four companies "not only refused to furnish the selling prices on goods sold to chain and independent establishments, but also declined to cooperate in furnishing the volume of business in specified commodities moving through chain and independent channels."



## Brothers Cashman Predict Soiled Shirts A-plenty

NEW YORK—"There aren't enough good laundries," Sol Cashman told his brother Simon.

So they are building in New York City, in the face of present competition, a \$2,000,000 plant, so modern in its equipment that they expect it to

operate more economically than any other in America.

As yet the Cashmans haven't a single customer on the books, but a strenuous promotion campaign to a mailing list of 80,000 will be used to start the wheels turning.

Sol Cashman built up the Stancourt and National laundries here, which he sold about five years ago.

## Media

The first Sunday edition of the New York Daily Mirror, out on January 10, will feature as a publishing innovation a twenty-four page magazine section illustrated with photographs in natural colors. For a year now the Mirror has been engaged in the development of a camera which will produce snapshots in actual colors on the spot. It will be interesting to see the fruits of their labors on the 10th of January. For the present only Sunday editions of the Mirror will feature the new photographic technique, but A. J. Kobler hopes that pretty soon it may be extended so that even the Daily will be more colorful.

Major Benjamin H. Namm, president of the Namm Store, Brooklyn, put it aptly when he said, not so long ago, "Merchandising is that which moves goods toward people. Advertising is that which moves people toward goods. Properly coordinated the two present an irresistible combination." It reminds us that the California Radio Dealers' Council recently decided that it was just about time that someone threw a monkey wrench into the machinery of this coordination as far as the midget radio set business was concerned. Their plaint, as well as that of radio dealers all over the country, is that profits on midget sets, priced below \$50, are already too meager—so why spend money moving people toward the goods? They've made a resolution, therefore, that no midget set priced below that figure rates advertising—and have forthwith cut it out of newspapers in San Francisco. They say that the results of the experiment in San Francisco have been to move more of the high-priced units and, therefore, urge national advertisers to take the cue.

At the close of its fifth year under present publishing management, the *American Druggist* boasts the largest subscription list ever held by a drug paper—at the highest subscription rate ever charged. Moreover, 1931 has been their most profitable year and the second in which they have been operating at a profit. Five years young, their advertising revenue is the largest of any publication in the drug field. Such subscriber constancy as that of Mr. William Hayes, of Portland, Maine, who was their first subscriber and has stuck with them, might explain why the American Hard Rubber Company, their first advertiser, has found it profitable to stay put, too.

N. W. Ayer has set itself the task of severing all the diverging threads of opinion on the value of radio advertising and building a substantial structure of broadcasting fact that will withstand the winds of prejudice and opinion. According to Hyland L. Hodgson, vice-president in charge of the Ayer broadcasting division, their aim was "to take the guesswork out of radio as it affects advertisers and to compile in the fullest degree possible, under present conditions in the business, facts upon which a business may intelligently use radio in advertising. The survey we have made is the first of its kind and, I believe, the most informative. It is totally different from the data which

the broadcasting companies themselves have assembled. Ours is an approach to the audience itself with the view to determining where each and every broadcasting station is and how it can be heard, and the relative popularity of those stations, both sectionally and generally." Further information on this survey may be obtained from SALES MANAGEMENT or N. W. Ayer.

The New York Evening Post makes a nice gesture to insure the cordiality of its relations with advertisers by taking full-page space in the New York Times to announce: "These New York stores offer special values to Evening Post readers": (follows a list of good advertisers). Included in the page is a report of specific instances of extraordinary values in various commodities offered by individual stores through the Post. A fine plus-value for any paper to extend to its advertisers.

A new high record for audience mail, received in one day by the New York office of any network, was set recently when a little more than 44,500 letters and telegrams were delivered to WABC. The Columbia Broadcasting System has had to quadruple the space of its mail receiving room to accommodate the swelling tide of fan letters.

The advertising destiny of the Baltimore Post is now in the hands of Wilford C. Bussing, known for his advertising and business connections on various Scripps Howard newspapers for fifteen years.

When McGraw-Hill founded *Street Railway Journal*, in 1884, it was concerned with the problems of horse-drawn street car transportation. Came the electric railway, motor bus, trolley, bus and taxicab system, the evolution which has twice influenced the paper to change its name. The *Street Railway Journal* subsequently became the *Electric Railway Journal*, and the latest change is to the *Transit Journal*, just announced.

The *National Geographic Magazine* announces two additions to the staff: Earl M. Wilson, one-time manager of the New York office of Curtis Publishing Company, goes to *National Geographic* headquarters at Washington. L. Rohe Walter, formerly account executive at the Blackman Company, has joined the New York advertising staff of N. G. M.

The *Times-Star*, of Alameda, California, has been purchased by Friend W. Richardson, former Governor of California, who will take over the active management of the paper.

The National Sugar Refining Company of New Jersey is conducting a new experiment in radio advertising technique. Whereas formerly their Jack Frost Sugar Melody Moments were freely interspersed with long selling messages, they are now referring listeners-in to the newspapers and dealers. To quote:

"Last year at this time we told each week, in our radio programs, the many uses and advantages of Jack Frost packaged sugars. But time brings change—and, to keep pace with the changing desire of our audience, our advertising story is now primarily featured in the newspapers. Look for it there. You will find that the Jack Frost advertisements are of news interest to every modern housewife. Also ask your grocer. He will tell you why he recommends Jack Frost package sugars."

# 53,707

World-Heralds are sold daily in Omaha

# 54,845

families live in Omaha

That is over 98% coverage; and nearly 83% of the families have The World-Herald delivered to their homes by carrier boys—the highest delivered-to-the-home-by-carrier circulation in the city's history (November, 1931, average).

Adding circulation in Council Bluffs and the rest of the Omaha territory, The World-Herald's total paid circulation in November, 1931, was:

Daily - - 119,615  
Sunday - 117,162

Lines of Advertising printed by the Omaha newspapers during the first 11 months of 1931—

World-Herald  
11,474,834  
Bee-News  
6,242,680

## THE WORLD-HERALD

National Representatives:  
O'MARA & ORMSBEE, INC.



# Government in Business

BY JAMES TRUE

*Director, Washington Bureau*

WASHINGTON, D. C., December 22.—Attacks on government departments and activities for some months to come should not be taken too seriously. While a few Congressmen will loudly insist that budgets be reduced and programs eliminated, it should be remembered that their speeches are intended more for political effect than for constructive development.

Senator Pat Harrison promises to continue his campaign to curtail the work of the Department of Commerce, and Senator King will concentrate his attack on the Bureau of Foreign and Domestic Commerce. The former has called attention to the fact that within about ten years the number of the department's employees has increased from 11,000 to approximately 18,000; but he has not mentioned that the increase is largely due to the taking over by the department of the Bureau of Mines, the Patent Office and other organizations.

The Federal Trade Commission and the Patent Office are also scheduled for Congressional drubbing; but they have gone through the experience before without serious results.

Business organizations have reported that they are preparing to resist, in Congressional committees and through the business press, every serious attempt to curtail the service of the Department of Commerce. The Trade Commission, also, has its defenders who insist that its powers be strengthened, especially in regard to trade practice conferences.

**Self-Defense by Government Officials** is being organized and, last Sunday, in his radio talk, Dr. Julius Klein opened the defensive campaign. Dr. Klein frankly and fearlessly described the attack on government "bureaucracy," and not only explained the various activities and their value, but proved that even if all the administrative expense were eliminated, only a very slight dent would be made in the national tax burden. He then quoted Walter Lippmann to the effect that the cost of running the executive, legislative and judicial branches of the Government is but one-tenth of the total expenditure.

**Lumber Trade Extension** will be continued on a national basis by the National Lumber Manufacturers' Association. The dominating thought is to "hold the fort" during the business depression, the association will soon announce. Recently an official of the organization said: "While the present low output of the participating mills will necessarily make the current revenue from new and extended contracts less than it was during the years of large production, it will be sufficient to keep the Trade Extension work going on an effective though restricted basis." It had been rumored that this work would be discontinued.

**Chain Store Reports**, resulting from the investigation of the Federal Trade Commission, will be published from time to time as the compilations progress. Three were transmitted to the Senate today, covering (1) the scope

of the inquiry, (2) sources of chain merchandise, and (3) wholesale business of retail chains. These are in addition to "Cooperative Grocery Chains" which was transmitted last June and is now being printed.

**Subsequent Chain Reports** from the same source will be issued in serial form and will treat of sources of merchandise, wholesale business, leaders and loss leaders price policies, private brands, shortages, credit and delivery service, discounts and allowances, costs, profits and margins of chain stores.

**Definition of "Chain Store."** The Senate is advised that the term, in all of the Trade Commission's reports, is applied "to organizations owning a controlling interest in two or more establishments which sell substantially similar merchandise at retail." It is also noted that this definition has been made without reference to the extent of centralization in management, size of the chain, location of units or particular management policies.

**Schedules Available for the Study** of chain stores numbered 1,727 and they were returned by the operators of 66,264 stores, as of December 31, 1928. The total net retail sales of these stores for 1928 were more than five billion dollars.

**Prices Paid for Testimonials** are revealed by a cease and desist order recently issued by the Federal Trade Commission against Northam Warren Corporation. The corporation is required to discontinue the publication of testimonials for which it has paid "substantial sums" of money without disclosing the fact of payment. Regarding advertisements containing the offending testimonials, published at various times from 1928 to 1930, the report of the commission states:

"For her endorsement, Miss Barrymore received \$1,000. Anna Pavlowa, who at the time of the transaction was in London, received 100 pounds. Atlanta Arlen was paid 200 pounds. Mrs. Christy was given \$500, while Miss Lassie Honeyman, a personal friend of Mrs. Christy, received \$150 for services in helping to obtain the testimonial from Mrs. Christy."

**To Find Faulty Methods** of costing and distributing for individual companies is the purpose of the meeting of manufacturers of northwestern Pennsylvania with representatives of the Department of Commerce at Erie this week. On Monday Edwin B. George, chief of the marketing service division, outlined the results of the application of market and cost analysis to methods of selling manufactured goods and discussed the results achieved by trades and individual companies. Later meetings were addressed by Wroe Alderson, Stanley Kedzierski and Frank H. Crozier, officials of the Department of Commerce, who pointed out the practical application of the best modern sales cost practice to the current problems of the manufacturers. The Erie program follows the policy of the department for providing facts and methods on which to base merchandising reforms that will aid in the elimination of waste in distribution.



## Bird Merchandises a Full Line through Motorized Display

(Continued from page 456)

ance; we get our story across to the dealer, his organization, the architects, and the leading roofing contractors, and our salesman doesn't have to make personal calls on several people, cooling his heels in the outer office for some time on each call. A demonstration takes only about two hours.

"Almost without exception, after our car has visited a city we receive a letter of thanks from the dealer there, concluding with an urgent request for us to send the car back soon and give them a longer demonstration.

"The plan is a business getter, of course. On numerous occasions a builder, by visiting the display and demonstration, has become acquainted for the first time with one of our *de-luxe* products and has placed an order with his dealer right then for some job he has on hand or in view.

"Dealers like to represent the most progressive manufacturers, of course, and this evidence of our progressiveness often results in our receiving some very desirable applications.

"On one occasion a large dealer in one city had dropped the line he had been carrying and was about to take on another competing line when he learned that, as a result of the visit of our demonstration car to his city, one of the leading architects had become very much interested in our line. That was sufficient to induce him to take on our line instead of the other."

While Mr. Hird presented many convincing examples of the effectiveness of this method of displaying and demonstrating his company's products, perhaps even more convincing is the fact that Bird & Son began with one such car and within a few months had added three others. The first one was placed in service in an eastern territory about the first of 1931 and soon proved so successful that two others were placed in the east and one in the middle west.

## Teachers of Marketing Will Analyze Census

NEW YORK—The annual meeting of the National Association of Teachers of Marketing and Advertising will be held jointly with that of the American Economic Association at the Hotel Washington, Washington, D. C., December 28-30, it is announced.

The discussion will be devoted largely to the Census of Distribution and the Federal Trade Commission's chain store investigation.

# Studebaker salesmen rewarded with Autopoints

*Sales managers may get an idea from this important automobile distributor*



**R. H. Keeling, Vice-President and Sales Manager, Studebaker Sales Co. of Chicago**

EVERY sales manager knows how valuable a trophy is . . . some article which fosters the spirit of competition . . . in keeping salesmen on their toes. The prize need not be expensive—if it represents real value and usefulness to the salesman who receives it.

The Studebaker Sales Company of Chicago is one of many leading business firms that have found imprinted Autopoint Pencils the ideal token for rewarding outstanding effort on the part of salesmen.

R. H. Keeling, vice-president and sales manager, characterizes the service which Autopoints have rendered him as "very satisfactory." He presents Autopoints to salesmen as prizes for extraordinary accomplishment.

### Value far beyond cost

Autopoint pencils represent value far beyond their cost because of the

splendid service this pencil gives. As another sales manager says: "It is really amazing what a bond of friendship an Autopoint creates. Customers and prospects write in frequently and ask for 'another pencil like the one you gave me a year ago.'"

Some firms use imprinted Auto-

points as prizes. Others to carry their sales story "all the way down the line" to those whom salesmen cannot reach. Still others use them where printed advertising is not practicable.

Today as never before there is an outstanding opportunity for you to keep your firm name before clients, prospects, customers and others in an inexpensive yet lasting way. If you have been forced to drop temporarily other methods of advertising, why not let imprinted Autopoints step in and fill the gap?

### A free sales plan

Without obligation, we will submit a plan to show you how we believe Autopoints can fit into your selling situation. It will cost you nothing to examine our proposal and it may lead to important benefits. Just fill in, clip and mail the coupon.



**NEW!**

A "non-slip" tip of black Bakelite makes Autopoint now a better pencil than ever.

AUTOPOINT COMPANY  
1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send booklet, sales-building proposition, prices, etc., on imprinted Autopoint Pencils.

Signed.....

Business.....

Address.....

**Autopoint**  
The "Better Pencil" Made of Bakelite

### 3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "top-heavy."

Autopoint Co., 1801 Foster Ave., Chicago

# Editorials

**CHRISTMAS REFLECTIONS:** It is creditable to American business that the fine sentiment of the Christmas celebration has not been overdone, generally speaking, in the sales promotion attending the season this year. The temptation to go the limit was unusual. Pressure to obtain holiday sales was acute. Competition was keener than ever. And the present tone of advertising does not suggest modest restraint as a sign of the times. It is a habit of the day, also, to seize upon every contemporaneous event as a means of adding current interest to consumer appeal. Yet there has been noticeable absence of holiday advertisements which offensively obtruded the spirit of the anniversary for purely commercial purposes. . . . Advertisers may have learned that the public resents exploitation of the best emotions of the human heart. We prefer to believe that the sense of decency which is innate in most men and women has been roused to fresh vigor by recent contact with the realities of life. The affluence of other days had a tendency to deaden the nicer instincts and give free rein to the love of display which is all too common. Influenced by exigencies of the moment to think and feel more naturally and simply, we have been inclined to discard flamboyance and claptrap and focus our attention on what we really prize. Shams and false values have lost their glamour. Realizing in ourselves a clearer understanding of the substance of things, we have been less ready than we were to assume that our neighbors were easily imposed upon by shallow pretenses. These reflections may be illusions which the course of events will dispel. They are at least appropriate to the season of good wishes.

**WORK AND PAY:** Urging readjustment of work hours, the American Federation of Labor monthly survey for November takes a gloomy view of the outlook. Present unemployment, which it puts at 7,000,000, will continue for a year, the survey declares, and recovery will be a long process. With widespread improvements in plant efficiency introduced in the last two years, the labor outgiving adds, we are continually increasing technological unemployment. The solution lies in reducing the number of hours for those now employed. Available work on farms, railroads and in factories and elsewhere is sufficient to give thirty-five hours a week of employment to all who want to work. Industry cannot keep its wage-earner forces employed or maintain their buying power unless hours are reduced to a seven-hour day and a five-day week. . . . If the problem was one involving only mathematical computation, some of these conclusions would be justified. Obviously, the less each man does the more men are needed for a given job. It is

axiomatic, also, that the more money a man gets for his work the more he will have to spend. Less easy to follow is the reasoning which assumes that keeping up the costs of production by means of high wage scales and few hours of labor will increase consumption of goods and so replenish the wage fund sufficiently to ensure liberal distribution of wages. The surest way to perpetuate unemployment is to discourage buying of the products of labor by insisting on a wage scale which is not related to the existing cost of living; and the surest way to encourage pessimistic talk which tends to check enterprise in the bud is by sticking to a policy which fosters discontent with inevitable economic development.

**COPPER MEN SOLVE THEIR OWN PROBLEM:** How business, left to its own devices, can find a way to solve its own problems is illustrated by the outcome of the prolonged effort of the world copper producers to check excessive output. The recent conference in New York was brought to an abrupt termination by the refusal of the Belgian interests to accept the reduced quota assigned to them. Apparently nothing could be done by the major companies to regulate the demoralized market, and, as far as this country was concerned, the only recourse which seemed to be open was an appeal to Congress for tariff restriction against foreign supplies. One of our own largest producers, Phelps Dodge, however, had other views. It retaliated by serving notice of its intention to get out of the association of exporters which controls the foreign marketing of copper. The association responded by modifying its rules in conformity with the known wishes of the American company, and, two or three days later, the announcement came from Brussels that the foreign mine owners had withdrawn all their objections to the plan outlined in New York for bringing copper output down to 26 per cent of the capacity of the large mines. Phelps Dodge promptly recalled its notice of withdrawal from the export association, copper prices which had been sagging on abnormally low levels rose rapidly, and a bad situation, which threatened to become worse, took on a decidedly improved aspect. . . . It is too soon, of course, to assume that the industry is out of the woods. Much lost ground remains to be recovered, and until demand for copper revives substantially the industry will remain in poor state whatever the mines may do. It is distinctly encouraging, however, to know that one of the sorest spots of the bad times has been put in condition to respond to any favorable turn. And it is even more encouraging to know that this happy consummation is the fruit of private arrangement rather than of coercion by public authority.

# WLS Gives You a



## FRIENDLY

## Audience!

Rural and city listeners of WLS both prefer this Station—because they know us, and we know them. An average of 63,000 letters a month from listeners tells us what they like and personal visits to our studios enable us to meet many of them face to face. They've bought thousands of our Family Albums in order that they might become better acquainted with our folks. Regular publicity in "Prairie Farmer" has brought about an intimacy between our listeners and staff artists no other station can duplicate. Pictures of our entertainers, columns of studio gossip—have helped to make our listeners interested in us—as we are in them.

Reach this rich, responsive, midwest market through its favorite radio station. Give your sales argument the background of believability only WLS can offer. If you'd like statistics, they're yours for the asking.

**50,000  
Watts  
870  
Kilocycles  
Clear  
Channel**



### THE PRAIRIE FARMER STATION

BURRIDGE D. BUTLER, President

GLENN C. SNYDER, Commercial Manager

Main Studios and Office: 1230 West Washington Blvd., CHICAGO, ILL.  
50,000 WATTS 870 KILOCYCLES





## Gossip

J. LAWSON WIGGINS, formerly advertising and sales promotion manager, for nine years, of Aluminum Industries, Inc., Cincinnati, and for the last year special field representative for an automotive wholesaling publication, has joined the Jesse R. Harlan Company, advertising agency there, in charge of marketing.

RALPH KAYE, until recently account executive and New York branch manager of William B. Remington, Inc., Springfield, Massachusetts, agency, now has a similar job with the Sweeney & James Company of Cleveland.

ROBERT H. FLAHERTY, manager at Atlanta for D'Arcy Advertising Company, has been transferred to the Cleveland office. J. HIXON KINSELLA, of the St. Louis office, succeeds him at Atlanta.

P. A. PHILLIPS, in charge of advertising and publicity for the Turner Construction Company, New York, has been appointed promotion manager for the Lexington Hotel there.

WILLARD S. FRENCH, president of Brooke, Smith & French, Inc., Detroit agency, has been elected one of the directors of the French Paper Company, Niles, Michigan.

MARK O'DEA & COMPANY, New York, has been elected to membership in the American Association of Advertising Agencies.

ROY C. HAYES, for the last five years with the Campbell-Ewald Company, handling first Chevrolet and more recently Oakland-Pontiac publicity, will head the publicity department of J. Stirling Getchell, Inc., New York and Detroit agency, which has taken over the De Soto account.

ROLAND D. DOANE, formerly sales promotion and advertising manager of the Lehigh Portland Cement Company, is now director of dealer service for Taylor, Rogers & Bliss, Inc., merchandise counselors, Chicago.

RALPH ROSSITER, an officer and director of Littlehale Burnham-Rossiter, Inc., has joined the H. W. Kastor & Sons Advertising Company, Inc., with headquarters in New York.

JULIE A. ENGELKEN, recently doing special merchandising work with Franklin Simon & Company, previously fashion promotion director of B. Altman & Company, New York department stores, is now on the staff of the Hazard Advertising Corporation there.

ARTHUR EATON, copy chief with Dorrance, Sullivan & Company, has become a member of the Cincinnati office of Ralph H. Jones Company, advertising agency.

RUSSEL WOODWARD, formerly with Batten, Barton, Durstine & Osborn, Inc., and with Benton & Bowles, Inc., is now with the Joseph Katz Company, Baltimore agency.



*"It's now 10:30.. meet you at 1:30" and he's there by AMERICAN AIRWAYS*

The important appointment—made at 10:30—is kept at 1:30 in a distant city. At the time agreed upon he's *there*—the important customer met—samples shown—price agreed upon—and the order signed. . . *How else but by Air?*

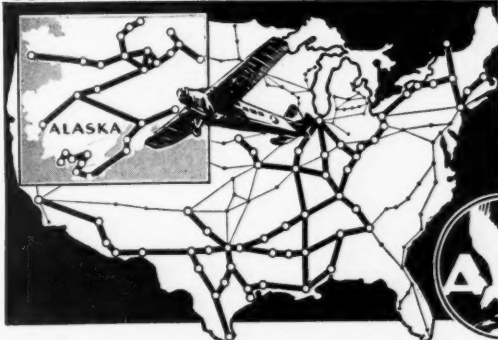
American Airways service is as near as your telephone—and whether your journey is one of a few hundred miles or several thousand, American Airways offers you time-saving transportation to *your* destination. Its nationwide network of airlines, plus connections maintained with other leading companies, reaches *every* major city in the nation—provides swift, dependable transportation in government approved, radio-telephone equipped cabin planes—brings your markets hours nearer to your door, wherever you may be. It's profitable to travel by American Airways!

For literature on travel planning service, and reservations, call or write any American Airways office, leading hotel, travel agency, or Postal Telegraph.

# AMERICAN AIRWAYS Inc.

COAST TO COAST • CANADA TO THE GULF

Passenger  
Air Mail  
Express  
Services



Connecting  
58 Major  
American  
Cities

"TIME • The Great Factor in Modern Business"



# BILOXI.... GULFPORT

Population—  
 Biloxi . . . . 14,668  
 Gulfport . . 12,522  
 27,190

Two principal cities of Mississippi—with a combined population equalling a city of 27,000 and with only seven miles between corporate limits, covered by one newspaper—

## THE DAILY HERALD

HERALD BUILDING, BILOXI, MISS.  
 HERALD BUILDING, GULFPORT, MISS.

## Two Cents Each... but Not for Long

... because there are only a few left of each of the following page reprints from SALES MANAGEMENT:

- "Fighters and Salesmen Need Heart"
- "Is Business Bad?"
- "The Golden Hour of Selling."
- "Is Saturday Really an Off-Day or Do Salesmen Only Think So?"
- "Are Sales Off Because We Don't Ask for Orders?"
- "Just How Dumb Was J. C. Penney?"
- "They Called Him 'The Butcher.'"
- "The Lesson of the Dead Line"
- "The Greatest Sport in the World"
- "There's Money in Doorbells"

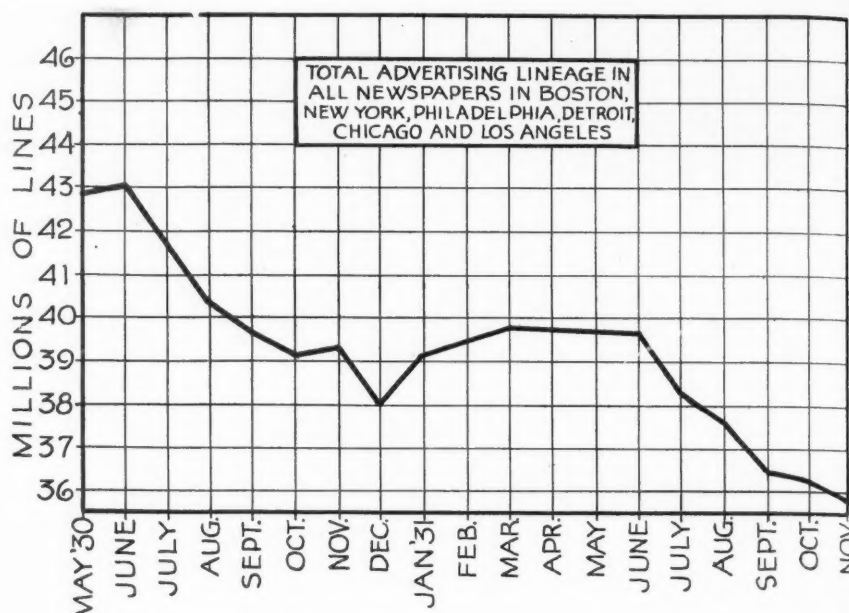
These are all pithy, pointed messages designed for mailings to salesmen.

Send orders, accompanied by check or money order to

### SALES MANAGEMENT

420 Lexington Avenue

NEW YORK



Six months' moving average.

## November Newspaper Lineage More Favorable than October

Although the moving average of total newspaper lineage in the six largest cities showed a further slight drop last month, the comparison with 1930 was more favorable than for several months. In October the loss was 11.8 per cent; in November only 9.5 per cent.

In November fifteen cities showed a gain, but in October only eight gained, and in September, four. Seventy-six papers out of 355 surveyed showed a gain in November, as against sixty-seven in October and fifty-two in September.

General advertising was off only 8.7 per cent as against 18.3 per cent the previous month. Retail advertising, which is the most accurate index of local business conditions, lost 6.7 per cent as against 7.5 per cent the previous month.

The stability of newspaper advertising is evidenced by the fact that general advertising (national) for the first eleven months is within 7 per cent of the 1928 figure.

Lineage figures as shown below were compiled by Media Records, Inc., supplemented in cities marked (\*) by publishers cooperating with SALES MANAGEMENT.

City	November 1931	November 1930	Gain or Loss
Akron	1,798,858	2,123,238	-25.6
Albany	2,324,548	2,471,748	-5.5
Albuquerque	736,997	908,624	-18.9
Atlanta	2,306,363	2,524,998	-8.2
Baltimore	3,794,781	4,025,407	-5.7
Boston	6,122,716	6,285,715	-2.5
Birmingham	1,584,548	2,099,688	-24.4
Buffalo	2,780,371	2,746,476	+1.2
Camden	693,557	804,241	-13.7
Chicago	5,291,032	6,000,058	-11.8
Cincinnati	2,767,451	3,076,736	-10.0
Cleveland	3,078,445	3,149,523	-2.2
Columbus	2,314,370	2,631,586	-12.0
Dallas	2,631,857	3,301,637	-20.2
Dayton	2,283,170	2,467,116	-7.4
Denver	1,779,111	1,880,922	-5.4
Detroit	3,486,033	4,166,611	-16.3
Easton	633,329	713,693	-11.2
El Paso	1,001,456	1,453,172	-31.0
Erie	1,072,880	1,261,548	-14.9
Evansville	1,413,705	1,575,188	-10.2
Fall River	464,534	489,724	-5.1
Fort Worth	1,503,881	1,742,827	-13.7
Freeport	626,278	610,281	+2.6
Glens Falls	459,337	411,770	+1.1
Harrisburg	1,003,305	1,094,587	-8.2
Hartford	2,176,790	2,231,148	-2.4

City	November 1931	November 1930	Gain or Loss
*Kansas City	2,725,341	2,931,271	-7.0
*Long Beach	1,273,944	1,547,777	-11.2
Houston	2,558,550	2,927,678	-12.6
Indianapolis	2,445,455	2,558,068	-4.4
Jacksonville	1,125,667	1,226,474	-8.1
Knoxville	1,067,307	1,255,774	-15.3
Los Angeles	4,904,350	5,368,902	-8.6
Mamaroneck	190,606	166,384	+14.5
Manchester	417,139	437,983	-4.7
Memphis	1,696,819	2,198,388	-22.7
Milwaukee	2,835,132	2,854,490	-0.6
Minneapolis	2,632,987	2,845,581	-7.4
Mt. Vernon	679,736	602,327	+12.9
Nashville	1,167,017	1,309,903	-10.8
New Bedford	875,030	820,646	+6.6
New Orleans	3,308,236	3,497,820	-5.4
New Rochelle	518,740	498,490	+4.0
*New York	13,330,477	13,225,435	+7.9
Niagara Falls	669,370	738,600	-9.3
Oakland	1,738,165	2,034,470	-14.5
Oklahoma City	1,662,379	2,141,974	-22.3
Omaha	1,956,088	1,940,601	+7.9
Ossining	191,731	175,514	+9.2
Perth Amboy	354,401	486,989	-27.2
Philadelphia	5,759,801	6,314,436	-8.7
Phoenix	1,258,903	1,176,541	+7.0
Pittsburgh	3,365,639	4,047,621	-16.8
Port Chester	443,625	432,864	+2.4
Portland	1,894,003	2,133,675	-11.2
Providence	2,206,577	2,374,371	-7.0
Reading	1,376,753	1,473,107	-6.6
Richmond	1,556,627	1,774,267	-12.2
Rochester	2,793,292	2,984,314	-6.4
Salt Lake	1,677,658	1,860,615	-9.8
San Antonio	2,132,021	2,552,885	-16.4
San Diego	2,220,404	2,558,522	-13.2
San Francisco	3,527,552	3,800,275	-7.1
Seattle	2,278,257	2,681,619	-15.0
South Bend	1,253,342	1,439,728	-12.9
Spokane	1,501,172	1,780,087	-15.6
St. Louis	3,433,133	3,413,331	+0.5
Syracuse	2,265,848	2,339,381	-3.1
Tacoma	1,336,458	1,674,260	-20.0
Tarrytown	329,857	352,532	-6.4
Toledo	1,642,969	2,022,135	-18.7
Trenton	763,347	865,267	-12.9
Tulsa	1,368,382	1,939,899	-29.9
Washington	4,466,751	4,362,692	+2.1
White Plains	938,618	997,439	-5.9
Wichita	1,847,780	2,397,874	-22.9
Wilkes Barre	2,666,253	2,713,363	-1.7
Winston-Salem	440,795	500,930	-12.0
Worcester	1,956,551	1,993,891	-1.8
Yonkers	852,820	788,669	+8.2
Youngstown	1,227,250	1,644,075	-25.3

Total . . . . . 166,786,788 183,429,961 -9.0

Cincinnati Commercial Tribune, M. & S. disc. figures not incl.

N. Y. World, M. & S. disc. figures not incl.

Portland Telegram, E. disc. figures not incl.

\*Figures furnished by Advertising Records, Inc. Bronx Home News figures furnished directly by publisher.



## Plus Signs

+++ DEBITS TO INDIVIDUAL ACCOUNTS, as reported to the Federal Reserve Board, for the week ending December 16 gained 31 per cent above the total reported for the preceding week.

+++ NOVEMBER DOLLAR SALES of Loft, Inc., increased 24.5 per cent, with a gain in customers of 35 per cent.

+++ THE EDWARD G. BUDD MANUFACTURING COMPANY, in Philadelphia, will have a January payroll of \$800,000, or nearly twice that of January, 1931.

+++ THE STUDEBAKER CORPORATION continues to expand employment in its South Bend plants, and at present 9,000 men are employed on a nine-hour basis.

+++ FOR THE FIRST TIME IN MANY MONTHS the price of seats on the New York Stock Exchange showed an increase last week.

+++ HEADACHES HAVE BEEN SO COMMON this year that Bromo-Seltzer was able to declare an extra dividend last week.

+++ COTTON SHOWED RALLYING TENDENCIES last week even when securities and some other commodities were under big pressure, and closing prices were eighty cents a bale higher than the previous week.

+++ THE J. F. McELWAIN SHOE COMPANY, of Lynn, Massachusetts, has a production schedule 5 per cent greater than at any other time since the company has been in existence.

+++ STEEL PLANTS in the Youngstown district are operating this week at a rate five points above that of last week.

+++ THE KROGER GROCERY & BAKING COMPANY is planning to open between seventy and 100 stores in the Pittsburgh district.

+++ THE MOTOR WHEEL CORPORATION has added 300 men to its working force and is operating departments of its pressed steel division on a twenty-four-hour basis.

+++ THE BUREAU OF LABOR STATISTICS reports that the large increase in hiring for November in the automotive industry is the largest increase in the hiring rate shown in that industry for any month either in 1930 or 1931.

+++ BANK CLEARINGS for the week ending December 17, as reported by Bradstreet's, increased 31.7 per cent as against a normal rise for the week of 8.5 per cent.

+++ THE INDEX NUMBER OF WHOLESALE PRICES, compiled by the Bureau of Labor Statistics, including 550 commodities, maintains encouraging stability. The November figure was 68.3 as compared with 68.4 in October.

+++ FREIGHT CAR LOADINGS for the week ending December 5 increased 13.8

per cent over the previous week.

+++ SALES OF FRIGIDAIREs in New York City during November exceeded by 61 per cent the November, 1930, figure.

+++ IN ELMIRA, NEW YORK, the Eclipse Machine Company, division of the Bendix Aviation Corporation, soon will be running at capacity with 300 additional workmen employed.

+++ THE LYCOMING MANUFACTURING COMPANY, Williamsport, Pennsylvania, has added approximately 1,000 employes within the last ten days. Orders on hand average nearly 20 per cent ahead of last year.

+++ THE MECHANICAL REFRIGERATION INDUSTRY has sold more than 1,000,000 units during 1931, as compared with 775,000 in 1930, and 660,000 in 1929.

+++ NOVEMBER SALES of Norge Refrigerators were 212 per cent of the volume for November last year, and for eleven months the increase is 462 per cent. December is so far ahead that the corporation is assured of having twelve consecutive months of sales increases.

+++ NOVEMBER SALES of the life insurance companies totaled \$846,617,000, and were the best of any month of the year in comparison with last year's record.

+++ COPPER SALES last week were the highest in several months—at an advance of one-half cent per pound.

+++ BUSINESS BOOKED by Baldwin Locomotive Works in November amounted to \$2,126,000, compared with \$1,018,000 in October, and \$1,104,000 last November.

+++ THE CELANESE CORPORATION OF AMERICA has recalled 600 employes to its factories in Cumberland, Maryland.

+++ ACCORDING TO DUN'S REVIEW holiday buying has resulted in an estimated 5 per cent gain in department store sales.

## Account Changes

SARGENT & GREENLEAF, INC., Rochester, locks, to Hughes, Wolff & Company, Inc., there. Business papers and direct mail.

ALLIS-CHALMERS MANUFACTURING COMPANY, Milwaukee, track-type and industrial tractor division, to Freeze-Vogel-Crawford, Inc., there.

HEPPENSTALL COMPANY, Pittsburgh, Hardtem razor blades, to Ketchum, MacLeod & Grove, Inc., there. Direct mail.

FELT & TARRANT MANUFACTURING COMPANY, Chicago, Comptometers, to N. W. Ayer & Son, there.

DENTOZA LABORATORIES, Newburgh, New York, Dentoza, a new dentrifice, to Reimers & Whitehill, Inc., New York City.

COMMERCIAL SOLVENTS CORPORATION, Terre Haute, to L. C. Maison & Company, Chicago. Trade papers.

## Memo to Advertising Agencies...

Route to: Librarian  
Research Department  
Account Executives  
Space Buyer

SALES MANAGEMENT has recently compiled in booklet form the 1930 Newspaper Lineage of 2,203 General and Automotive Advertisers.

This list includes the lineage of all general and automotive (formerly called "national") advertisers using newspapers in three or more of the ninety largest cities in the United States, as recorded by Media Records, Inc.

Price thirty-five cents. Check or stamps with order.

Address  
SALES MANAGEMENT, Inc.  
420 Lexington Avenue  
NEW YORK

## The Ambassador

The smart shops, theatres, art center, business, financial and professional districts are reached quickly and conveniently from The Ambassador. It is in the Social Center on one of the world's most famous thoroughfares.

NEW YORK  
PARK AVENUE  
AT 51ST STREET

Gain  
or Loss  
—7.0  
—11.2  
—12.6  
—4.4  
—8.1  
—15.3  
—8.6  
—14.3  
—4.7  
—22.7  
—6  
—7.4  
—12.9  
—10.8  
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—22.3  
—7.9  
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—27.2  
—8.7  
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—22.9  
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—1.7  
—0  
—12.0  
—1  
—1.8  
—9  
—8.2  
—5  
—2.5  
—1  
—9.0

S. disc.  
not incl.  
not incl.  
Records,  
furnished



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

### Sales Aids

*How 21 Major Industries Increased Sales and Cut Selling Expenses during the Depression using the Expando Salesmobile.* A very interesting booklet summarizing the experiences of twenty-one concerns in using the "Salesmobile" (a salesroom on wheels) to increase sales while cutting selling costs. It is especially helpful because it describes the technique of selling developed by these companies in a wide variety of merchandising set-ups. For instance, it shows how The General Electric Supply Company salesmen have used it in solving the problem of adequate display of products like washing machines, ranges and refrigerators, in calling on dealers. The National Cash Register Company uses it in merchandising through branch houses to the consumer; Stevens-Walden, Inc., manufacturers of an extensive line of tools, use it in selling to jobbers. How such firms as Dodge Brothers, H. J. Heinz, Marshall Field and Wilson Brothers, to mention a few, have developed the maximum amount of sales effectiveness through the use of the "Salesmobile" should suggest adaptable ideas to many manufacturers.

### Markets and Media

*Reaching the Market of Greatest Buying Expectancy.* When this booklet reached our desk it had attached to it a note from a reader—"Here's a swell book for 'Tips.'" We agreed that it was because it takes a new slant on the factors which should regulate the choice of advertising media. Though size of circulation, distribution, editorial appeal, income of readers and dealer influence are given due measure of consideration, chief emphasis is laid on the influence of *family status* on "buying expectancy." Four typical women readers are considered from the standpoint of "buying expectancy"—the woman aged nineteen, the one of thirty-two, the one of forty-nine and the woman of sixty-four. Marriage, life expectancy and children are

brought into the picture as factors affecting the amount of buying each of these women might reasonably be expected to do. There is an especially interesting table listing eight items of household merchandise and showing the proportion of each kind of equipment bought by unmarried women, married women without children, married women with growing children, and married women with grown-up children.

### Packaging

*Phoenix Metal Caps.* Sales managers or manufacturers who suspect that there might be room for improvement in the appearance or performance of the closures they are now using will be wise to send for this booklet. We were astonished ourselves at the wide variety of designs and closing devices available in metal caps. They come lacquered, lithographed, brilliantly coated or crystal finished, domed, embossed or perforated. To mention three, there is the snap cap which goes on with a snap . . . off with a tap; the S T Cap which you couldn't tell apart from a molded closure, and the Compo Cap, the band type of closure. Handsomely illustrated with Phoenix products and production facilities.

### Market Analysis

*Standard Market Survey of Champaign-Urbana, Illinois.* This is not the usual A. N. P. A. folder-form, but a thirty-six-page book full of information about this market of 33,390 persons. Location, airports, population, retail area, income tax returns, banking facilities, social and living conditions, number of wholesale firms, number of retail outlets, leading retail firms, chain stores, Illinois retail sales volume, as well as a complete description of the merchandising cooperation offered by the Champaign News-Gazette, who prepared the study.

## Every Employee Is a Salesman for American Tel. & Tel.

(Continued from page 451)

automobile factory. The service order comes; somebody finds and assigns a cable pair; out goes an installer to connect order; the pair is tested by the test-board men; another man runs the jumper on the main frame. Even then all is not ready; there's the job of setting up accounting and billing records; the new subscriber must be listed in the information operator's records and in the directory. After that the new customer claims the attention of the operators. As long as the telephone is in service, operators must be on the job to handle the customer's calls.

"The second benefit of sales work is apparent when we realize that every station sold helps to offset a station disconnected. Every item of service sold, whether a main station or auxiliary service, helps offset revenue losses caused by cancellations."

Turning non-selling employees into salesmen may sound spectacular, but it's also productive. If maids and janitors, stenographers and linemen, operators and executives can, in ten months, add to their company's yearly revenue by \$34,000,000, there would seem to be something in this plan of interest to other organizations with something to sell, whether it be cars, carpets, candles or coffee.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

### POSITION WANTED

ADVERTISING AND SALES PROMOTION MANAGER, now employed by mid-western manufacturer, wants job with greater opportunity for advancement. College graduate, young, unmarried, not afraid of hard work. Thoroughly experienced in direct mail, dealer helps, production of all types of advertising. Fully qualified as department head or assistant to busy executive. Best references. Box 327, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**BOSTON \$4**  
Via Providence, thence by bus or rail  
**PROVIDENCE \$3.00**

ABOVE FARE INCLUDES BERTH IN CABIN

Sailings every day and Sunday, Pier 11, N.R. at Liberty St., 6 P.M. Tel. BARclay 7-1800. OUTSIDE rooms running water \$1 up. Dancing—Music by Jack Frost Colonial Orchestra.

**COLONIAL STEAMSHIP LINES**

## The Gasoline Retailer

54 West 74th Street, New York  
Will guarantee for 1932

**50,000**

paid subscribers in the Gasoline and Filling Station field.

**"GIBBONS knows CANADA"**



**For Double "Listener Interest"**

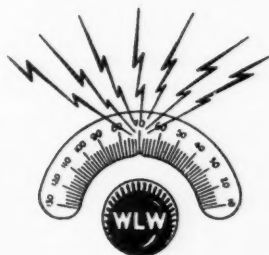
**... use WLW**

**R**ADIO listeners throughout the Middle West, and there are millions of them, turn to WLW exclusively for complete radio entertainment. Serious-minded advertisers have no difficulty in selecting the radio station to carry their message to this rich industrial and farm market. They know that WLW permeates this territory to the very core. Extensive research and phenomenal results support this statement. The whole WLW story in facts, figures, and illustrations is yours in our free, 48-page brochure. Send for it.



You've probably heard the rich, mellow, appealing voice of "Ramona" over WLW. As a "blues" singer she is unexcelled. This lovely lady is typical of the splendid feminine talent at WLW.

Near the Center  
of the Dial



Near the Center  
of Population

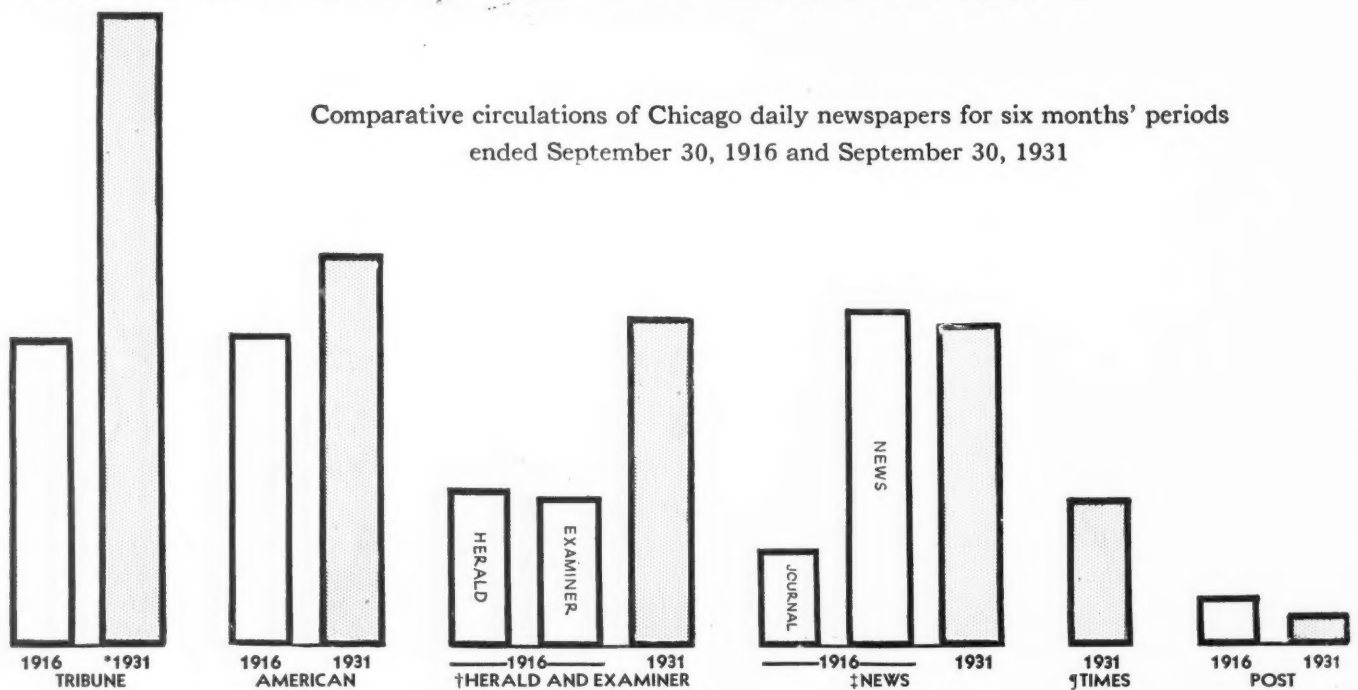
**THE CROSLEY RADIO CORPORATION**

**Powel Crosley, Jr., President**

**CINCINNATI**



# THE CHICAGO DAILY TRIBUNE IN THE PAST 15 YEARS HAS GAINED MORE CIRCULATION THAN THE NEXT THREE DAILY PAPERS COMBINED



	Daily Tribune	American	Herald	Herald and Examiner	Journal	News	Times	Post
1931	812,420	503,164		422,029		412,007	187,789	38,476
1916	392,483	400,031	203,299	192,414**	122,477	431,189§		61,879
GAIN	419,937	103,133		229,615		19,182	187,789	23,403
LOSS								

The average daily net paid circulation of the Chicago Tribune for the six months' period ended September 30, 1916 was 392,483. The average for the same period in 1931 was in excess of 810,000. The increase in Tribune circulation in the fifteen year period is four times as great as the increase of the second daily paper in the same period, nearly twice as great as that of the third paper and is larger than the present total circulation of the fourth paper.

\* 2% deducted to allow for possible stock in hands of dealers. † Herald absorbed by the Examiner in May, 1918. ‡ Journal absorbed by the News in August, 1929. § Times starts publication in September, 1929. \*\* Examiner only. § News only.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER  
FINANCIALLY IMPREGNABLE

Eastern Advertising Office  
NEW YORK: 220 E. 42nd St.

Southern Advertising Office  
ATLANTA: 1825 Rhodes-Haverty Bldg.

New England Advertising Office  
BOSTON: 718 Chamber of Com. Bldg.

Western Advertising Office  
SAN FRANCISCO: 820 Kohl Bldg.

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1931

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Bliss.